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ABSTRACT

Consisting of four main sections, the handbook is intended for sponsors who participate or plan to participate in the Summer Food Service Program (SFSP), which was established to ensure that, during school vacation, children would be able to receive the same high-quality meals provided during the school year by the National School Lunch and School Breakfast Programs. Providing information to help guide potential sponsors through the early stages of planning and operating a program, section 1 includes information on determining eligibility and need, planning the meal service, selecting sites, staffing, and applying for the program. Section 2 outlines in more detail the sponsor's administrative responsibilities in the areas of training, monitoring, program payments, administrative reviews, violations, postprogram evaluation, and recordkeeping. Discussing how a sponsor contracts with a food service management company, section 3 includes information on selecting a company, bidding and contracting, bidding procedure, awarding the contract, planning and operating the program, and assistance provided by the Small Business Administration. Section 4 discusses the unique eligibility requirements, reimbursement methods used by camps, and the special needs of camps. Section 5 lists the meal pattern requirements, necessary worksheets, sample forms that sponsors may use, and a glossary of 13 items. (NQA)

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Rules for acceptance and participation in this program are the same for all children, without regard to race, color, national origin, sex, or handicap.

Revised January 1983

## Introduction

The Administrative Handbook is a vital reference for any sponsor who participates or plans to participate in the Summer Food Service Program for Children. It also contains a section which addresses the needs of food service management companies providing meals to Summer Program sponsors.

The Summer Food Service Program (SFSP) was established to ensure that, during school vacation, children would be able to receive the same high-quality meals provided during the school year by the National School Lunch and School Breakfast Programs. The program resulted from an increased awareness of the critical importance of proper nutrition for children and a belief that a school vacation should not end the availability of nutritious meals for many children. Although the program operates primarily during the summer vacation months, when many schools are closed, it also provides meals in situations where schools operate on a continuous school year calendar.

This handbook for SFSP sponsors consists of four main sections:

Section 1, "Planning a Program," provides information to help guide potential sponsors through the early stages of planning and operating a program. This section includes information on determining eligibility, planning the meal service, and applying for the program.

Section 2, "Administering a Program," outlines in more detail the sponsor's administrative responsibilities in the areas of training, recordkeeping, and monitoring.

Section 3, "Food Service Management Companies," discusses how a sponsor contracts with a food service management company. This section includes information on the sponsor's and food service management company's responsibilities in relation to operating the food service program.

Section 4, "Camps," discusses the unique eligibility requirements and reimbursement methods used by camps, and their special needs.

Section 5, "References," lists the meal pattern requirements, necessary worksheets, and sample forms that sponsors may use. A glossary is also included at the end of this section.

### Program Basics

The SFSP makes meals available to children 18 years old or younger. People over 18 years old, who (1) are determined to be mentally or physically handicapped by a State or local educational agency and (2) participate in a public or private nonprofit school program for the handicapped during the school year, are also eligible to receive SFSP benefits.

As in all federally funded programs, discrimination against any child because of race, color, national origin, sex, or handicap is prohibited. Any person who believes he or she has been treated unfairly in receiving food services because of race, color, national origin, sex, or handicap should write immediately to the Secretary of Agriculture, Washington, D.C. 20250.

Any basic understanding of the summer program requires familiarity with each of the terms that are discussed below.

Sponsor: Organizations which may sponsor the summer program are limited to (1) public or private nonprofit school food authorities and residential summer camps and (2) State, local, municipal, or county government entities provided that these governmental entities certify that they will directly operate the program at each site under their sponsorship. Direct operation means that the sponsor will be responsible for (1) managing site staff, including such areas as hiring, conditions of employment, and termination and (2) managing program operations at sites during the period of program participation.

When applying for the program, a prospective sponsor must demonstrate that it has the necessary financial and administrative capability to meet program objectives and comply with program regulations. Sponsors must also accept final financial and administrative responsibility for all sites under their auspices. All approved sponsors must operate the program according to the provisions of SFSP regulations, relevant instructions, this handbook, other program guidance materials, and applicable State and local laws.

Reimbursement: Sponsors of the summer program receive Federal funds based on the number of meals they serve to children. Reimbursement rates have been established to reflect the costs of preparing and serving meals and the costs of administering the program. There are different rates for each meal type (that is breakfast, lunch/supper, and snack) and the rates limit the amount of money that a sponsor may receive for each meal served according to program regulations. The number of eligible meals served multiplied by the appropriate reimbursement rate will be the maximum amount of money that a sponsor may receive for either its administrative or operating costs. For administrative costs a sponsor will receive the lesser of 1) actual administrative costs; 2) the amount in its approved administrative budget, or 3) the amount provided by the rates. For operating costs, the sponsor will receive the lesser of actual operating costs or the amount provided by the rates.

Sponsors may receive advance payments, and they may also be able to receive some startup money. U.S. Department of Agriculture (USDA) commodities are available for sponsors that prepare their own sites' meals and for sponsors that obtain meals from school food service authorities. Additional administrative funds are available for sponsors of rural sites and sponsors that prepare their own sites' meals. Sponsors must keep adequate records of their program operations in order to receive reimbursement.

The records required for reimbursement are discussed later in this publication.

All participating sponsors are subject to audit by the administering agency, USDA's Office of the Inspector General (OIG), and by the General Accounting Office (GAO).

Site: The site is the physical location where sponsors serve program meals. Sponsors may serve meals at one or more sites that are under their administration.

Regular sites and sites serving primarily migrant children are required to serve either (a) an area in which at least 50 percent of the local children are eligible for free and reduced-price meals in the National School Lunch and School Breakfast Programs or (b) a program where children are enrolled and where at least 50 percent of the enrolled children are eligible for free and reduced-price meals in the National School Lunch and School Breakfast Programs. Regular sites may be approved to serve up to two meals daily. The two meals may include either lunch and breakfast or lunch and a snack. Sites serving primarily migrant children may be approved to serve up to four meals a day consisting of a breakfast, snack, lunch, or supper.

Sponsors may also serve summer program meals at residential summer camps and nonresidential day camps offering a continuous schedule of organized cultural or recreational activities for children. Sponsors of these camp sites must obtain information from the enrolled children on their family's size and income so these sponsors can determine the children's eligibility for free or reduced-price meals. Sponsors may claim for reimbursement only those meals served to children at the camp who are eligible for free or reduced-price meals under the National School Lunch or School Breakfast Programs. Camps may serve up to four meals a day consisting of a breakfast, snack, lunch, or supper.

Administrative, operational, and financial responsibility cannot be delegated below the sponsor level. The quality of the meal service and the conduct of site personnel reflect directly upon the sponsor's performance.

Administering agency: The SFSP is administered through an agency of the State government or by a regional office of the USDA's Food and Nutrition Service (FNS). The administering agency deals directly with those sponsors operating the program within its geographic domain.

The administering agency helps sponsors plan and operate their programs. In addition, administering agencies offer training sessions to the sponsor's supervisory personnel. During the summer, representatives from the State agency or FNS regional office visit sponsors and sites and may make suggestions to improve program management. Sponsors can contact the administering agency at any time about any questions or problems they may have.

# 1. PLANNING A PROGRAM

## Sponsor Eligibility

Every sponsor of the SFSP must meet certain requirements. Only (1) public or private nonprofit school food authorities and residential summer camps and (2) State, local, municipal, or county government organizations may serve as sponsors. The administering agency will require State, local, municipal, or county government organizations which elect to sponsor the summer program to certify on the application for participation that they will directly operate the program at all sites under their sponsorship. Direct operation means that the sponsor will be responsible for (1) managing site staff, including such areas as hiring, conditions of employment, and termination and (2) managing program operations at sites during the period of program participation.

Private institutions must be tax-exempt under the Internal Revenue Code of 1954, as amended. All institutions must demonstrate adequate administrative and financial responsibility to manage an effective food service at sites that serve needy areas. Sponsors should also provide a year-round public service to the area in which they intend to provide the summer program. (This requirement is waived only for residential camps, sponsors serving migrant programs, and sponsors serving needy areas that would otherwise not be served.) Sponsors who offered the program in prior years must have a satisfactory performance record or they will not be accepted.

## Determination of Need

The SFSP is primarily directed toward children in needy areas. As a required part of the application process, sponsors must document the need of the area they intend to serve. Sponsors that offer the program at camps do not have to meet this requirement, although these sponsors must meet other requirements that are described later in this section.

Sponsors of regular (or noncamp) sites and sites serving primarily migrant children must document that (1) at least 50 percent of the children who live in the area from which the site draws its attendance are eligible for free and reduced-price meals in the National School Lunch and School Breakfast Programs, or (2) that at least 50 percent of the enrolled children at each site where sponsors plan to serve are eligible for free and reduced-price meals in the National School Lunch and School Breakfast Programs. The following sections describe the different kinds of documentation that sponsors should use to determine this eligibility. Sponsors must submit information to the administering agency in order to establish the eligibility of each noncamp site.

School Data

Eligibility Based on the Area Served: Sponsors must demonstrate the eligibility of each individual noncamp site they propose to operate. There are a number of methods that sponsors may use to determine whether an area they intend to serve is eligible for the program. Generally, sponsors will find it most helpful to contact the local schools directly in order to obtain the necessary information to determine the need of the area they wish to serve. If sponsors decide to use school data, they must determine which school (or schools) serve the children who live in the area where they intend to offer the program. Local school districts or local nonprofit private schools serving the area can then provide sponsors with the number of children who are eligible for free and reduced-price National School Lunch or School Breakfast Program meals and the total enrollment of the school(s).

If sponsors plan to use school data they can use only data from the local school or school district in the area they intend to serve. They must provide the administering agency with the following information to document the eligibility of the area they intend to serve:

- The names of local schools or school districts;

- The number of children eligible for free and reduced-price meals who are enrolled in the local schools or school districts; and

- The total number of children enrolled in the local schools or school districts.

The administering agency will determine the eligibility of each site based on the data submitted by the sponsor. The local school or school district must certify that the data are accurate. Therefore, a sponsor should ask local schools or districts to provide the necessary figures on school or district stationery, with the signature of an authorized school official. Sponsors that determine the site's eligibility by the area served do not have to obtain the names of the eligible children from school officials.

Census Tract Data

Sponsors may also document the need of an area by submitting census tract data. We suggest that sponsors use census tract data only if school information is nonexistent or irrelevant for a particular site. Census data may be almost 10 years old, and an area as small as a census tract may have undergone substantial demographic change since the time of the most recent data. Results of the 1980 census will not be available for use this summer. Census data records are frequently available from local government planning offices or public libraries.

The census data that a sponsor should use to determine eligibility will depend on the location of the area the sponsor hopes to serve. If a sponsor hopes to serve an area located in a city with a population of over 50,000, the following documents should be used: "Table P-1, General Characteristics of the Population" and "Table P-4, Income Characteristics of the Population." Table P-1 lists, by tract number or city, the average number of people per household and Table P-4 lists, by tract number or city, the median income.

If a sponsor wishes to serve an area located in a county with a population of less than 50,000, the sponsor should refer to "Table 16, Summary of General Characteristics" and "Table 124, Income Poverty Status in 1970 for Counties." Table 16 lists, by tract number or county, the average number of people per household and table 124 lists, by tract number or county, the median income.

If sponsors want to use census data to document the eligibility of sites, they must first consult a census map to determine the tract that includes each area they wish to serve. Once the tract is determined, sponsors should look at table P-4 (for cities with more than 50,000 people) or table 124 (for counties with less than 50,000 people) to determine the median "family" income for the tract. Then, sponsors should determine the average size of the household for the tract by referring to table P-1 for cities or table 16 for counties. Since the average size of a household in a tract will not usually be a whole number, the figures will have to be adjusted before they can be compared to the State's National School Lunch and School Breakfast Program income guidelines for free and reduced-price meals.

As an example, the USDA's family-size and income guidelines set a maximum annual income of $13,080 for reduced-price meals for a family of three. Suppose a census tract has a median income of $13,500 for an average family size of 3.28. The census tract data must be prorated to reflect the income of a family of three. This is accomplished by setting up a proportion:

$$\frac{3.28}{\$13,500} = \frac{3}{x}$$

This computation would yield a prorated income of $12,347 for a family of three in the hypothetical census tract. Compare this number to the maximum annual income listed in the family size and income guidelines to determine the eligibility of the area--a prorated income of $12,347 versus the $13,080 maximum listed in the income guidelines. Because the median income for the tract is lower than the reduced-price guidelines, the tract meets the definition of an area where poor economic conditions exist.

Sponsors that wish to document eligibility with census tract data must submit the following information to administering agencies:

(1) A photocopy of the page from the census map that includes the tract used;

(2) A photocopy of the page from table P-4 or table 124 indicating the median household income in the tract; and

(3) A photocopy of the page from table P-1 or table 16 indicating the average number of persons per household in the tract.

Documentation for Indians

Sponsors offering programs at sites located on Indian reservations may obtain statistics on the population from one of the 12 area offices of the Bureau of Indian Affairs.

Documentation for Migrants

Sponsors may obtain information from a migrant organization to document the eligibility of sites serving the children of migrant workers. The administering agency must determine that the organization is a migrant organization, and the information provided must indicate that at least 50 percent of the children are eligible for free and reduced-price school meals.

Other Documentation

If sponsors are unable to document the need of their area by these methods, they have several other options. Sponsors may use their State's "Survey of Income and Education for 1975" to determine their area's need. This publication can be obtained from the Census Bureau, Office of Poverty Statistics, Washington, D.C. 20233.

Eligibility Based on the Enrollment Group Served: Some sponsors offer the summer program at sites where meals are served only to an enrolled group of children. These sponsors may document their eligibility based on the need of the area, as described above. Sponsors serving enrolled groups and choosing this method to demonstrate eligibility must submit documentation that establishes the need of the area where the enrolled children live.

Eligibility Statements

Sponsors of sites with enrolled groups may also document the eligibility of their sites based on statements of the family size and income of children enrolled at each site. At least 50 percent of the enrolled children at each site must be eligible for free or reduced-price school meals in order for the site to be eligible for the program. Sponsors may wish to base the eligibility of one or more of their sites on the need of the enrolled children served. If so, for each site, they must provide the administering agency with:

(1) A sample of the form that they will use to collect family size and income data from enrolled children. All forms must request the name of the child, the signature of a parent, the date, the family's size, the family's income, the social security numbers of all adult members of the household or an indication that an adult household member does not possess one, and the statement which is required to inform parents of the authority under which social security numbers are collected, whether disclosure is mandatory, and what uses will be made of the numbers. The form must also include only the income eligibility guidelines for reduced-price meals. A sample form is included in the References section of this handbook.

(2) The number of children enrolled at the site who are eligible for free and reduced-price school meals. These children's eligibility is based on the National School Lunch and School Breakfast Programs' income guidelines for free and reduced-price meals.

(3) The total number of children enrolled at the site.

Sponsors are not required to submit completed family size and income forms to the administering agency. However, for each site that will be documented

as eligible based on enrollment data, sponsors must have (a) copies of the actual family size and income statements for each child who is counted as being eligible for a free or reduced-price school meal and (b) records of the total number of children enrolled at the site.

**Frequency of Need Documentation**

Sponsors serving the same site in consecutive years may use documentation from the previous year to support the eligibility of the site, unless the site is a camp or a site which bases its eligibility on its enrollment rather than the area it serves. In instances where existing documentation does not indicate that at least 50 percent or more of the children in the area served by the site are eligible for free or reduced-price school meals, revised documentation must be resubmitted.

**Need Documentation for Camps**

Sponsors offering the SFSP at camps may claim reimbursement only for those meals served to children who are eligible for free or reduced-price school meals. Sponsors base the eligibility of each child on the family size and income statements submitted by the family. They compare that information with the guidelines for the National School Lunch and School Breakfast Programs and then determine the child's eligibility for meals in the SFSP.

Sponsors of camps must provide the administering agency with:

* The number of enrolled children in each camp session who are eligible for free and reduced-price meals under the National School Lunch and School Breakfast Programs. This information must be submitted before the time the sponsor submits its claim for reimbursement or at a time specified by the administering agency. This number of eligible children must be provided for each session at each camp at which meals are served.

* Sponsors are not required to submit completed family size and income forms to the administering agency. They must, however, have the family size and income statements for all eligible children available for review in their files.

* Administering agencies <u>may</u> also require sponsors of camps to submit a sample of the form that they will use to collect family size and income data from enrolled children. All forms must include the name of the child, the signature of a parent, the date, the family's size, the family's income, the social security numbers of all adult members of the household or an indication that an adult household member does not possess one, and the statement which is required to inform parents of the authority under which social security numbers are collected, whether disclosure is mandatory, and what uses will be made of the numbers. The form must also include only the income eligibility guidelines for reduced-price meals. A sample form is included in the References section of this handbook.

* Sponsors of camp sites must submit all required information to the administering agency each year. If more than one session is being offered at any camp, sponsors must provide administering agencies with the number of eligible children for each session in order to receive reimbursement.

## Meal Service

**Methods of Meal Preparation**

Before an administering agency will approve a program application, a sponsor will have to indicate the method it will use to provide meals to children. Several factors will influence a sponsor's choice in this area. Sponsors must consider the cost of meals, the number of meals required, the type of meal service, the number of sites participating, the type of sites, and the facilities available at each site.

Sponsors may choose from several methods of providing meals. They may either (a) prepare their own meals, (b) obtain meals from a school food service authority, or (c) obtain meals from a food service management company.

**Sponsor Meal Preparation**

Many sponsors choose to prepare their own meals. This method allows the sponsor to have maximum control over the quality of the meal preparation. Depending on the facilities available at its sites, a sponsor may prepare meals at each site location or at a central kitchen. Preparing meals at the site requires that each site have adequate kitchen and storage facilities. Sponsors preparing meals at a central kitchen must decide how they are going to distribute the meals from the central kitchen to the sites. Sponsors preparing their own meals either at each site or at a central kitchen may receive additional administrative reimbursement.

**Purchasing Meals from Schools**

If sponsors choose not to prepare meals for their sites, they may instead purchase the meals from a school food service. Most schools have meal preparation and service facilities since they serve meals to children during the school year. Also, experienced school food service personnel are often available for summer jobs. Most schools participate in the National School Lunch and School Breakfast Programs. If meals for your summer program will be prepared in such schools, the State agency can permit you to serve meals that meet the requirements of these programs rather than the summer program meal patterns. If you wish to exercise this option, you should submit a request for permission to the administering agency along with your application for program participation.

Sponsors should contact the superintendent of schools, or principals of local nonprofit private schools, to see if they can obtain meals from a school. Such an arrangement will require either a written agreement or a contract with the school. The References section includes an example of this type of agreement.

**Commodities**

Sponsors preparing meals either onsite or at a central kitchen and sponsors purchasing meals from a school food service authority are eligible to receive USDA-donated commodities. Commodities are foods that are purchased and stored by the USDA. Depending on their availability, the USDA may buy canned or fresh fruits and vegetables, wheat products, peanut butter, or any number of other products. The administering agency will provide information to these sponsors about the foods that are currently available. Sponsors may not receive commodities under more than one FNS program during the same period of time.

**Purchasing Meals from Food Service Management Companies**

Finally, sponsors may decide to contract with a food service management company to obtain meals. These sponsors should consult the Food Service Management Companies section in this handbook. This section explains the various requirements and procedures that sponsors must follow when they are locating and contracting with a food service management company.

**Unitized Meals**

Food service management companies and school food service authorities must provide complete unitized meals to the sponsor's site(s). This means that meals must be packaged, delivered, and served as a unit. Milk and juice, which may be packaged separately, can be delivered and served as separate meal components, but the milk and juice are still considered part of the meal unit. Only unitized meals are reimbursable, unless the administering agency has approved a waiver of the unitized meal requirement.

**Number of Meals**

The administering agency may approve regular sites for the service of up to two meals each day. These sites may serve lunch and breakfast or lunch and a snack. Sites serving primarily migrant children and camp sites can receive approval to serve up to four meals a day consisting of breakfast, snack, lunch, and supper.

**Minimum Meal Requirements**

Meals served at SFSP sites must meet certain requirements that ensure well-balanced meals with the kinds and amounts of food children need to help meet their nutrient and energy needs. The meal patterns establish the minimum amounts of various meal components that must be served to each child in order for a sponsor to receive reimbursement for each meal.

**Portion Adjustments**

The meal quantities shown below are for children from 10 to 12 years old. Sponsors serving older children may wish to serve more than these minimum quantities. In some cases, an administering agency may wish to allow a sponsor to serve smaller portions of food if the sponsor is serving a group of children under 6 years of age. Sponsors wishing to serve smaller portions must: (a) receive prior approval from the administering agency and (b) meet the meal pattern requirements for younger children established by the Child Care Food Program regulations. Sponsors wishing to serve smaller portions must demonstrate to the administering agency that they can control portion sizes and can ensure that the variations in portion size are in accordance with the age levels of the children being served.

Any sponsor approved by the administering agency to serve children who are under 1 year of age must comply with the applicable Child Care Food Program meal patterns. The administering agency will be able to provide sponsors with copies of Child Care Food Program regulations.

| | MEAL PATTERN REQUIREMENTS | |
|---|---|---|
| BREAKFAST | Vegetables and Fruits | |
| | Vegetables and/or fruits | 1/2 cup |
| | - or full-strength vegetable or fruit juice | 1/2 cup |
| | Or an equivalent quantity of any combination of vegetable(s), fruit(s), and juice | |
| | Bread and Bread Alternates | |
| | Bread (whole grain or enriched) | 1 slice |
| | Or Bread Alternates (whole grain or enriched): | |
| | - cornbread, biscuits, rolls, muffins, etc. | 1 serving |
| | - or cooked pasta or noodle products | 1/2 cup |
| | - or cooked cereal grains such as rice, corn grits, or bulgur | 1/2 cup |
| | (whole grain, enriched, or fortified): | |
| | - or cooked cereal | 1/2 cup |
| | - or cold dry cereal | 3/4 cup or 1 ounce (whichever is less) |
| | Or an equivalent quantity of a combination of bread or bread alternate(s) | |
| | Milk | |
| | Fluid milk | 1 cup (1/2 pint) |
| Optional | Meat and Meat Alternates | |
| | Lean meat or poultry or fish | 1 ounce (edible portion as served) |
| | Or Meat Alternates | |
| | - cheese | 1 ounce |
| | - or eggs | 1 large egg |
| | - or cooked dry beans or peas | 1/2 cup |
| | - or peanut butter | 2 tablespoons |
| | Or an equivalent quantity of any combination of meat or meat alternate(s) | |
| SNACK (supplemental food) | (Choose two from the following four components): | |
| | Meat and Meat Alternates | |
| | Lean meat or poultry or fish | 1 ounce (edible portion as served) |

| | | |
|---|---|---|
| | Or Meat Alternates | |
| | - cheese | 1 ounce |
| | - or eggs | 1 large egg |
| | - or cooked dry beans or peas | 1/2 cup |
| | - or peanut butter | 2 tablespoons |
| | Or an equivalent quantity of any combination of meat or meat alternate(s) | |
| | Vegetables and Fruits | |
| | Vegetables and/or fruits | 3/4 cup |
| | - or full-strength vegetable or fruit juice | 3/4 cup |
| | Or an equivalent quantity of any combination of vegetable(s), fruit(s), and juice (juices cannot be served with milk) | |
| | Bread and Bread Alternates | |
| | Bread (whole grain or enriched) | 1 slice |
| | Or Bread Alternates (whole grain or enriched): | |
| | - cornbread, biscuits, rolls, muffins, etc. | 1 serving |
| | - or cooked pasta or noodle products | 1/2 cup |
| | - or cooked cereal grains such as rice, corn grits, or bulgur | 1/2 cup |
| | (whole grain, enriched, or fortified): | |
| | - or cooked cereal | 1/2 cup |
| | - or cold dry cereal | 3/4 cup or 1 ounce (whichever is less) |
| | Or an equivalent quantity of any combination of bread or bread alternate(s) | |
| | Milk | |
| | Fluid milk | 1 cup (1/2 pint) |
| LUNCH OR SUPPER | Meat and Meat Alternates | |
| | Lean meat or poultry or fish | 2 ounces (edible portion as served) |
| | Or Meat Alternates | |
| | - cheese | 2 ounces |
| | - or eggs | 1 large egg |
| | - or cooked dry beans or peas | 1/2 cup |
| | - or peanut butter | 4 tablespoons |
| | Or an equivalent quantity of any combination of meat or meat alternate(s) | |

| | |
|---|---|
| Vegetables and Fruits<br>(Must include 2 or more selections for a total of 3/4 cup):<br>Vegetables and/or fruits<br>- or full-strength vegetable or fruit juice (may be counted to meet not more than 1/2 of this requirement) | <br><br>3/4 cup total |
| Bread and Bread Alternates<br>Bread (whole grain or enriched): | <br>1 slice |
| Or Bread Alternates<br>(whole grain or enriched):<br>- cornbread, biscuits, rolls, muffins, etc.<br>- or cooked pasta or noodle products<br>- or cooked cereal grains such as rice, corn grits, or bulgur<br>Or an equivalent quantity of any combination of bread or bread alternate(s) | <br><br>1 serving<br>1/2 cup<br>1/2 cup |
| Milk<br>Fluid milk | 1 cup<br>(1/2 pint) |

Sponsors may, of course, serve food items that are not listed in the meal pattern requirements. They may also serve more than the minimum quantities required. Sponsors will not receive reimbursement for meals that do not meet the minimum meal pattern requirements.

**Meal Service Requirements**

In addition to serving meals that meet the meal pattern requirements, sponsors must be certain that they comply with the following rules when serving meals at each of their sites:

* Serve the same meal to all children.

* Ensure that children eat all meals onsite. Site personnel must be sure to supervise all children on the site while they are eating meals. Only meals that children eat onsite are eligible for reimbursement.

* Serve meals during the times of meal service submitted on the Site Information Sheet and approved by the administering agency. Sponsors must have the administering agency approve any changes in these meal service times.

* All children in attendance at the site must receive one meal before any child can be served a second meal.

* Ensure that 3 hours elapse between meals. If nonresidential camp sites and sites serving primarily migrant children serve lunch and supper with no afternoon snack between the two meals, they must be sure that 4 hours elapse between the lunch and supper. Such sites must begin serving supper no later than 7 p.m. and must end supper

service by 8 p.m. None of these time restrictions applies to residential camps. The administering agency must approve any other waivers to these restrictions.

* Ensure that the length of the meal service does not exceed 2 hours for lunch and supper and 1 hour for all other meals, including snacks.

* Adhere to local health and sanitation regulations.

* Arrange for delivery if the meals are not prepared at the site and arrange for storing the meals according to standards prescribed by local health authorities until meal time.

* Arrange for the proper storage of any excess meals.

* Make satisfactory arrangements for food service during inclement weather, if meals are served at an outdoor site.

Limitations on Meal Service

The administering agency will limit sponsors to serving one meal a day at any site if it finds that the site is in violation of the meal service requirements and if the site does not take corrective action within a reasonable time. If the meals are not prepared at the site, the administering agency will not approve more than one meal service at that site unless either: (1) each meal can be delivered separately within 1 hour of beginning of the meal service, or (2) proper facilities exist onsite for storing the food.

## Sites

Evaluating an Area

It is important that a sponsor adequately evaluate the needs and resources of the area(s) it hopes to serve prior to making final plans for site operations. In particular, a sponsor should try to determine the type and size of program that would best meet the needs of its community. As part of the inquiry into the community's needs, a sponsor should:

* Ask parks and recreation centers about their summer recreation programs.

* Contact local Y's, churches, and Scout groups about their summer plans.

* Contact minority referral sources and relevant minority organizations in the prospective site area.

* Contact other groups in the area that may be planning to participate in the summer program.

* Contact local parent groups to determine the level of parental support.

After sponsors have made these initial contacts around any area(s) they hope to serve, they will have an easier time evaluating different sites and deciding on the size of their operations. Sponsors will have to make three especially important decisions. They must:

- Select the particular sites where they will serve meals to children;

- Decide how many sites they will sponsor during the summer; and

- Determine how many children they will serve at each site they sponsor.

If sponsors take care in making these decisions before their programs start, they may be able to prevent problems that could arise later.

**Selecting Sites**

Sponsors must assume administrative and financial responsibility for total program operations at all sites under their supervision. They must therefore be certain that a site can offer a quality meal service before they decide to sponsor that site. State, local, municipal, or county government sponsors must certify that they will directly operate the program at each site under their sponsorship. Direct operation means that the sponsor will be responsible for (1) managing site staff, including such areas as hiring, conditions of employment and termination and (2) managing program operations at sites during the period of program participation. Included in the References section is a Site Selection Worksheet. Sponsors should complete this sheet when they visit potential sites. The sheet outlines several major issues that ought to be considered when evaluating sites and proves useful to sponsors when they prepare site information sheets.

**Site Selection Worksheet**

The worksheet focuses on the following areas:

- Availability of meal service facilities: Sponsors will have to determine whether the meal service facilities available at a site are adequate for the type of meal service they are planning.

If the sponsor plans to prepare meals at the site, the site must have adequate meal preparation facilities. Whether a sponsor plans to have the meals prepared by a food service management company, by a school food service, or at a central kitchen, it should check the food holding facilities. If applicable, the sponsor should determine whether there are registered food service management companies in the area.

All sponsors should determine whether meals will be served inside or outside. If regular meal service is outdoors, sponsors must make sure there is adequate indoor space for meal service during inclement weather.

Need for site supervisors: According to program meal service requirements, sponsors should assess how much supervision will be necessary to ensure proper program operations. These supervisory needs will differ from site to site.

Serving capacity: Sponsors need to determine the maximum number of children who can be served at any of the sites where they plan to serve meals. This number will serve as an outside limit on the size of a sponsor's meal service at the site.

Site activities: If possible, sponsors should select sites that offer organized activities during the day. Sponsors should determine whether there are any year-round public service programs in the community that might serve as sites. These sites will usually have facilities that can be used for the meal service and a permanent staff.

**Preoperational Site Visits**

A representative authorized by the sponsor must visit all sites before the sites are approved for the program. Sponsors should note the date of the visit to each site and the name of the person who visited each site. When they apply for the program, sponsors will have to certify that they have visited all the proposed sites.

**Choosing the Number of Sites to Administer**

In addition to selecting the sites at which meals will be served, sponsors have to decide how many sites they will administer. This decision will depend greatly on the sponsor's administrative capability and on the size of the programs at the sites. Sponsors must be sure that they plan to operate programs that are consistent with the size of their administrative staff and the extent of their expertise. A small sponsor with limited administrative experience should carefully place limits on the number of sites where it will offer the program.

**Special Milk Program**

Sites cannot participate in both the summer program and the Special Milk Program. Sponsors may elect to operate the summer program at some of their sites, and other sites may participate in the Special Milk Program. However, sponsors must enter into a separate agreement with the administering agency to operate the Special Milk Program at those sites which are not participating in the summer program.

**Summer Schools**

If a sponsor wishes to operate the program at a site offering a summer school program, the site must either open its food service to children other than those who are enrolled in the accredited school program or serve children outside of the summer school's hours. If the site serves only children who are enrolled in the summer school program, it must participate in the National School Lunch and School Breakfast Programs.

**Problem Sites**

Sponsors should not select sites where site supervisors have had a poor performance record in past summer programs and where supervisors were unable to institute corrective action. Depending on the nature of these problems, the administering agency may not approve such sites for the program.

**Determining the Number of Children to Serve**

When determining the number of children they will serve at their various sites, sponsors should take three factors into account: (a) their administrative capabilities, (b) the capacity of each site for serving children, and (c) the number of children in the area of each site who are likely to participate in the program. We cannot overemphasize how important it is for sponsors to determine as accurately as possible the number of children each site will serve. Sponsors can plan their programs adequately only when they know approximately how many children they will serve (and therefore about how much reimbursement they will receive).

An excellent way for sponsors to make this approximation is by contacting schools and children's organizations in the area of the sponsor's site. Because the number of children is so difficult to determine, sponsors may want to offer an enrollment-type program. In this type of program the sponsor is certain of the number of children who will be receiving meals.

**Preoperational Health and Sanitation Requirements**

When sponsors have chosen their prospective sites, they must:

* Notify the health department of all prospective site locations and ask the department to inspect them to ensure that they meet local standards.

* Alert the sanitation department to ensure prompt and regular trash removal.

**Sponsor/Site Agreements**

Sponsors that plan to administer a multiple site operation with sites that are not under their direct administrative control should enter into an agreement with the site supervisor or responsible site official. Such an agreement should list, in specific terms, the responsibilities of the site supervisor for the food service program. This agreement will make it easier for the site supervisor to understand his or her responsibilities. The agreement, however, does not relieve the sponsor of the final administrative and financial responsibility for operating the program. A sample sponsor/site agreement is contained in the References section. This does not apply to State, local, municipal, or county government sponsors who must directly operate the program at all sites under their sponsorship.

**Approved Level of Meal Service**

During the application approval process, the administering agency will approve sponsors that purchase meals from a food service management company to serve a maximum number of meals at each meal service for each site. The approved level represents the maximum number of meals sponsors can serve at each meal service at their vended sites and claim for reimbursement. If a sponsor determines that the approved level is too low, the sponsor may seek an adjustment by requesting the administering agency to conduct a site review. Or, the sponsor may document in writing (for the administering agency) that its attendance at a site exceeds the approved level. The administering agency may reduce the approved level at any time, if it determines that a site's attendance is greatly below its approved level.

Sponsors must plan for and adjust meal orders with the objective of serving only one meal to each child at each meal service. The sponsor must inform its food service management company of: (1) the approved level for each meal service at each site where the food service management company will provide meals; and (2) any adjustments in the approved level for its sites.

The sponsor must inform its food service management company that the approved level for its sites is the maximum number of meals that can be served at each site. This does not mean that such sites will serve that specific number of meals each day. The sponsor must clearly inform its food service management company that it will only be ordering the number of meals actually needed, based on participation trends and with the intent

of serving only one meal to each child at each meal service. During reviews, administering agencies will disallow all meals that exceed the approved level for each site.

Operating Limitations

While making decisions about how many sites and how many children they will serve, sponsors should remember that there are outside limits on the size of a program. Sponsors may be approved for a maximum of 200 sites and for a total average daily attendance of 50,000 children at all sites. If a sponsor needs to exceed any of these maximum limits, the administering agency must determine that the sponsor has the capability and facilities for managing an operation of that size.

Sponsor Selection Priorities

Confusion and waste often result when two or more sponsors compete for the same sites or for serving children in the same area. Such an overlap in service conflicts with program objectives. Consequently, administering agencies usually allow only one sponsor to serve a target population.

When determining which of the competing sponsors will serve a target population, the administering agency will give priority (in descending order) to:

1. Public or nonprofit private schools and other applicant sponsors that have successfully operated programs in a prior year

2. Sponsors that propose to prepare meals at their own facilities or sponsors that will operate only one site

3. Sponsors that propose to use local school food facilities for preparing meals

4. Other sponsors that have successfully operated a program

5. Sponsors that plan to integrate the program with Federal, State, or local employment or training programs.

Staffing

Staffing

The size and type of a sponsor's program will dictate many of the sponsor's staffing needs. Depending on a sponsor's program, many positions will require only part-time employment, particularly in the planning and closeout phases. The need for recordkeeping personnel varies according to the extent of support services provided to the program and the volume of records that must be maintained. To meet program monitoring requirements, the USDA recommends one monitor for every 15 to 20 sites in urban areas. The number of monitors necessary for rural sites may increase depending upon the geographic area to be covered. Varying opening and closing dates of individual site operations affect staffing needs. In every case, however, the sponsor must provide adequate personnel for overall management and monitoring of the program.

Staff Duties

For guidance, refer to the list of responsibilities by position that follows. (Small programs will not need a different person for each of the duties described.) Sponsors needing more specific staffing guidance should consult their administering agency.

Director
Responsible for:
* Providing overall management
* Supervising the program
* Selecting sites
* Submitting applications
* Corresponding with administering agency
* Coordinating with other agencies
* Conducting outreach efforts
* Hiring, training, and supervising staff
* Arranging for food preparation or delivery
* Ensuring that all monitoring requirements are met
* Adjusting meal orders
* Submitting reimbursement vouchers
* Ensuring Civil Rights compliance
* Handling all contracts, bidding, and negotiations with food service management companies

Assistant Director (large program only)
Responsible for:
* Providing initial and ongoing training for sponsor and site personnel
* Designing forms for recordkeeping purposes
* Maintaining liaison with vendor to adjust meal delivery
* Checking reimbursement vouchers
* Maintaining time and attendance records of staff
* Maintaining records on number of meals served

Area Supervisor (very large program only)
This person is in charge of several monitors and reports site problems to the director or assistant director.

Responsible for:
* Scheduling monitors' visits
* Checking monitors' reports
* Preparing weekly summaries of monitoring efforts
* Providing ongoing training for monitors
* Visiting sites with monitors
* Determining need for and following through on corrective action

Bookkeeper
Responsible for:
* Maintaining records on the following:
  - Daily site reports, invoices, and bills
  - Food costs
  - Labor costs
  - Administrative costs

- Other costs
- Program income

* Preparing reimbursement vouchers
* Preparing payroll
* Purchasing office supplies

Monitor (At a minimum, one monitor is needed for every 15 to 20 sites.) The monitor visits sites on a regular basis and observes meal service operations. (See the Monitoring section in this handbook for more details.)

Responsible for:
* Checking onsite operations to ensure that site personnel maintain records and that the program operates in agreement with the requirements
* Visiting all sites within the first week of food service operations
* Reviewing food service operations of all sites within the first 4 weeks of operation
* Preparing reports of visits and reviews
* Revisiting sites as necessary
* Suggesting corrective actions for problems encountered
* Ensuring that the site takes corrective actions
* Conducting onsite training as necessary

Site Supervisor
The site supervisor is in charge of the program at the site level.
Responsible for:
* Serving meals
* Cleaning up after meals
* Ensuring safe and sanitary conditions at the site
* Receiving and accounting for delivered meals
* Ensuring that children eat all meals onsite
* Ensuring that only eligible children receive meals
* Planning and organizing daily site activities
* Making meal arrangements during bad weather

**Sponsor Management Plan**

When applying for the program, sponsors must submit a management plan that includes detailed information on the program's staffing pattern. Along with other information, sponsors will indicate the number of people who will be working in each position, the number of hours per day each will work, and the total estimate for employee salaries, including hourly wages and fringe benefits.

**Communications**

To ensure efficient administration, internal and external channels of communication must be established. Internally, discussing job descriptions and explaining the organizational structure enables staff members to understand their own responsibilities as well as those of their coworkers.

A communications network must also include the administering agency, the food service management company, the supervisors of the in-office staff members, monitors, and site personnel. At a minimum, the sponsor and site personnel must maintain daily telephone contact to allow them to promptly report changes in the number of meals ordered, any problems with meals, and requests for menu changes.

## Applications

**Scope**

Potential sponsors must submit an application to the administering agency before the agency's deadline date. Applicants should be certain that they have filled out the application completely and that they have forwarded all of the necessary supporting documentation to the administering agency. Incomplete applications will cause a delay in approval for the sponsor.

**Application Requirements**

A list of application requirements cannot be all-inclusive, since variations occur with each administering agency and with the nature of different food services. However, the following list indicates the basic application requirements that sponsors must satisfy. In their applications, sponsors must:

* Provide proof of tax-exempt status if the school or residential camp sponsor is a nonpublic entity. Private sponsors must submit documentation that they are tax-exempt under the Internal Revenue Code of 1954, as amended. Evidence of tax-exempt status under State laws does not meet this requirement.

* Demonstrate adequate administrative and financial responsibility to manage an effective food service.

* Provide information for each proposed site. This information includes documentation of eligibility and meal service capabilities for each site, or, if the sponsor qualifies as a camp, documentation of the number of children enrolled in its program who are eligible for free or reduced-price school meals. (The type of documentation that is necessary for a site to be approved is discussed in the Determination of Need section of this handbook.) This documentation must be provided for each new site and for each session at each camp. Sponsors that serve the same noncamp or nonenrollment sites in consecutive years may use documentation from the previous year to support the eligibility of their sites. Sponsors must also certify that they visited all sites before program operations began.

* Sign a program agreement with the administering agency.

* Distribute to local newspaper(s) or other media a news release on nondiscrimination policy, availability of the program, and income eligibility guidelines.

* Submit a complete management plan that includes staffing needs and an administrative budget. Sponsors should complete their budgets after estimating the amount of program payments they will receive during the summer. (See the Program Payments section for more information on how to make this estimate.)

* Apply for advance payments, if the sponsor wants to receive them. These payments are explained in the Program Payments section of this handbook.

* Certify that a training program will be conducted for sponsor and site personnel. In their applications, sponsors will inform the administering agency of when they will be training their personnel and the topics that will be discussed during training. The Training section contains an in-depth explanation of this training requirement.

* Provide a synopsis of the invitation for bid (if sponsors plan to obtain meals through a food service management company) or the proposed agreement (if they plan to obtain meals through a school food service authority). Sponsors should also submit plans for advertisement, if they are hoping to contract with a food service management company. (These requirements are discussed in greater depth in the Food Service Management Companies section of this handbook.)

* Apply for startup payments, if they are available and if the sponsor wants to receive them. Startup payments are described in the Program Payments section of this handbook.

* Certify that they will directly operate the food service at each of their sites if a State, local, municipal, or county government is the sponsor.

Audits

* Your administering agency will provide you with information on audits.

Within 2 weeks after receiving approval for participation, but before program operations begin, sponsors must give the administering agency a copy of their letter notifying the health department of their intention to provide a food service at planned sites.

During the approval procedure, the administering agency will communicate with the sponsor representative in writing and by phone. The administering agency must approve or deny any complete and correct application within 30 days after receiving the application. Sponsors may not apply for the program after the administering agency's deadline date.

At the time it approves sponsors for the program, the administering agency will complete and sign a program agreement with each sponsor. The agreement should be read carefully before being signed, since it is a legally binding document that specifies the rights and responsibilities of both the sponsor and administering agency. When they receive the complete agreement back from the administering agency, sponsors should be certain to check the following items:

- The approved administrative budget: This budget will include the levels of potential administrative costs approved by the administering agency and will be based on the budget submitted by the sponsor. (The approved budget does not imply in any way that sponsors will be reimbursed for the full amount of each budgeted item, but rather specifies the areas of administrative costs that will be allowable and gives reasonable levels for those costs.) If a sponsor finds that the levels approved in the administrative budget are inadequate, it may amend the budget with the approval of the administering agency.

- The approved list of sites: The agreement will include a list of approved sponsor sites. Only meals served at these sites will be eligible for program reimbursement.

- The approved meal service(s) at each site: The agreement will specify the type(s) of meals approved for each site. Sponsors will not receive any reimbursement for the service of any meal type that is not approved by the administering agency.

- The approved level(s) of meal service for each site serving vended meals: The agreement will include an approved level of meal service for each type authorized for each vended site. (This approved level is discussed in the Sites section of this handbook.) Those meals served that exceed the approved level at any meal service will not be eligible for reimbursement. If a sponsor determines that an approved level is too low, the sponsor may seek an adjustment by requesting a site review or by documenting to the administering agency that its attendance at a site exceeds the approved level.

Most importantly, sponsors will be able to receive reimbursement only for meals that are served after they have been approved for program operations. Sponsors must be certain that they have received approval before they begin their meal service. Sponsors will not receive reimbursement for meals served before they receive approval to operate the program.

**Review of Denial**

Any sponsor that is denied participation in the program may obtain a review by an official other than the one directly responsible for the original determination. This procedure is fully outlined in the program regulations. At the time of the denial, the administering agency must tell the sponsor whom to contact for a review.

**Additional Actions Subject to Appeal**

- A sponsor may also request a review of the following administering agency actions:

* Denial of a sponsor's request for an advance payment
* Denial of a sponsor's claim for reimbursement
* Termination of a sponsor's (or a site's) participation in the program
* Denial of a sponsor's site application
* Claim against a sponsor for remittance of a payment.

**Procurement**

Sponsors meet certain standards when they procure food, supplies, goods, and other services with summer program payments. Sponsors that are federally recognized Indian tribal governments or State or local government entities must comply with the procurement standards prescribed in Attachment O of the Office of Management and Budget (OMB) Circular A-102. All other sponsors must comply with the procurement standards prescribed in Attachment O of OMB Circular A-110. (The administering agency will make either attachment to the OMB circular available to sponsors

upon request.) The standards outlined in the attachments to the OMB circulars are minimum standards. Sponsors may have to meet other State, local, or administering agency procurement requirements in addition to meeting the OMB standards.

Minority Business Enterprises

All sponsors are encouraged to procure services from minority business enterprises. Sponsors may wish to divide their total procurement needs into smaller quantities to facilitate participation by minority business enterprises. They may also want to establish delivery schedules that will help minority business enterprises meet deadlines. Sponsors can use the services and assistance of the Small Business Administration, the Office of Minority Business Enterprise of the Department of Commerce, and the Community Services Administration.

Planning Checklist

The following checklist summarizes planning activities described throughout the Planning a Program section of this handbook.

Although the checklist may not include the different planning activities for every type of food service, it is useful for those sponsors beginning to make preparations for the summer program.

| | Date Completed | |
|---|---|---|
| 1. | _____ | Meet with community leaders, if possible, for assistance in determining suitable site locations. |
| 2. | _____ | Survey community for areas of need; begin choosing possible sites and compiling written documentation of need for each. |
| 3. | _____ | Contact local schools concerning the possibility of vending meals for the program, if meals will not be prepared by the sponsor. |
| 4. | _____ | Contact recreation departments, schools and local service organizations to coordinate recreational activities with food service at sites. |
| 5. | _____ | Contact reliable former site supervisors to determine if they have a continued interest in the program. |
| 6. | _____ | Attend training workshops offered by administering agency personnel. |

7. _____ Hire a secretarial staff to assist the program director.

8. _____ Develop specifications for the invitation to bid (if applicable).

9. _____ Publicly advertise the bid, at least 14 days before bid openings (if applicable).

10. _____ Estimate program reimbursement and develop budget and staffing plans for the program.

11. _____ Solicit volunteer help at sites whenever possible.

12. _____ Hire an assistant program director, if necessary.

13. _____ Design forms or use the sample forms in this handbook for all aspects of program operations.

14. _____ Set up a filing system for those documents that must be maintained for at least 3 years.

15. _____ For camps, obtain data for each child to document eligibility for free and reduced-price school meals. This also applies to sites where eligibility is based on the enrollment group served.

16. _____ Notify the health department of your intention to operate a food service program, giving a list of sites you plan to serve.

17. _____ Submit to the administering agency a copy of the notification letter to the health department as part of the application for participation.

18. _____ Conduct a preoperational visit to all sites.

19. _____ Submit a complete application with accompanying documents to the administering agency. Include all attachments as requested by the administering agency.

20. _____ Use proper procedures to select a registered vendor (if applicable).

21. _____ Meet the vendor and develop delivery schedules (if applicable).

22. _____ Hire monitors and site supervisors.

23. _____ Hold training workshops for monitors and supervisors.

24. _____ Obtain signatures from site personnel who will be responsible for supervising the site and signing daily records.

25. _____ Announce the availability of the program and the nondiscrimination policy through local media.

26. _____ Finalize monitoring schedules and any emergency procedures.

## 2. ADMINISTERING A PROGRAM

## Training

Training is one of the sponsor's major administrative responsibilities. A smoothly operating program will require that training be provided by sponsors throughout the summer. A comprehensive training effort, including weekly or biweekly meetings on program requirements, will help to make certain that sponsor and site personnel are performing according to program regulations, that all meals will be eligible for reimbursement, and that accurate and adequate records are available to document the costs and meals claimed. Meetings with site and sponsor personnel will also allow an opportunity to ask questions about and discuss site operations and give sponsors a chance to provide specific training on any problem area for personnel.

### Sponsor Requirements

Sponsors must conduct training for both their administrative and site personnel. Because these two groups of personnel have different program responsibilities, most sponsors will want to offer two different sessions so that they can stress each group's specific functions. All personnel should receive a letter or flyer announcing the date, time, location, and importance of attending the training session that has been planned for their particular function. Sponsors should also call to remind personnel shortly before the date of the session.

### Announcing the Session

For each training session that sponsors offer to their administrative and site personnel, sponsors must record the date and attendance. Sponsors record the attendance by having all attendees sign an attendance form for the training session. This list of signatures must then be kept with the sponsor's other program records.

### Training for Sponsor Personnel

The training session for sponsor administrative staff will explain the responsibilities and duties of all sponsor personnel who are helping to administer the summer program at the sponsor level. These personnel include the office staff (assistants, bookkeepers, secretaries, and clerks), area supervisors, and, most importantly, monitors.

### Outline for Training Sponsor Personnel

The specific training needs of sponsor administrative personnel will vary, so sponsors may need to cover specific areas of the training in greater depth with different employees. However, all sponsor training for administrative personnel should cover the following topics and use the training materials listed in the following sample outline:

| Topics | Training Materials |
|---|---|
| 1. Begin with a general explanation of the program, emphasizing the following topics: | "Administrative Handbook" (FNS-206) |
| a. Purpose of the program<br>b. Site eligibility<br>c. Recordkeeping requirements<br>d. Organized site activity<br>e. Meal requirements | |

| | | |
|---|---|---|
| | 2. Describe how the program will operate within the framework outlined in this handbook.<br>a. How meals will be provided<br>b. The delivery schedule (if applicable)<br>c. What records are kept and what forms are used | Menu Schedule<br>Sample delivery receipts<br>Sample daily reporting for sites. |
| | 3. Outline the specific duties of monitors.<br>a. Sites for which they will be responsible<br>b. Monitoring schedule<br>c. Reporting procedure<br>d. Followup procedure<br>e. Office procedures | Monitor review form<br>Monitor visit report<br>Mileage log |

**Need for Site Training**

Regulations state that no food service site may operate until personnel at the site have attended at least one of the sponsor's training sessions. Sponsors should document the attendance at site training sessions, as discussed previously, and schedule additional sessions for those personnel who are absent. Regulations also require that at least one person who has been trained by the sponsor be present at each of the sponsor's sites during the time of the meal service. This means that if a site supervisor who has attended the sponsor's training session resigns during the summer, the sponsor is responsible for ensuring that the new site supervisor receives all necessary training.

**Records of Signatures**

The training session for site personnel is also a good time for sponsors to assemble a list of the signatures of the site supervisors and assistants who are responsible for signing daily records. Sponsors should then keep this list at their office to use when reviewing the records returned by the sites.

**Monitors and Site Training**

Besides site personnel, sponsors should be sure that monitors attend the site training session. Monitors will be acting as liaison between the sponsor-office level and the site-operations level. The site training session will provide an excellent opportunity for monitors and site supervisors to meet each other and understand their responsibilities in relation to each other. Sponsors should also send a notice of the site training to local health inspectors so that they have an opportunity to attend the training and become more familiar with the food service operations. If any site receives meals through a food service management company or school food service authority, then the sponsor should invite the company or school representatives to attend the training and participate in the discussion of menus and delivery schedules.

Outline for Site Personnel Training

At a minimum, sponsors should be certain that they cover the following topics in the training session for site personnel:

| Topics | Training Materials |
|---|---|
| 1. General explanation of the program | |
| a. Purpose of the program | "Administrative Handbook" (FNS-206) (for instructor's use) |
| b. Site eligibility | |
| c. Necessity for accurate records | |
| d. Importance of organized activities at sites | |
| 2. Site operations | |
| a. For sites served by food service management companies or school food service authorities | |
| 1) Meal pattern requirements and types of meal service offered | Menus |
| | Sponsor's name and telephone number |
| 2) Delivery schedules (exact times) | |
| 3) Adjustments in the delivery amount | |
| 4) Facilities available for storing meals | |
| 5) Who to contact about problems | |
| 6) Approved level of meal service | |
| b. For sites where sponsor prepares the meals | |
| 1) Meal pattern requirement | |
| 2) Inventory | Inventory forms |
| 3) Menu adjustments | Production records |
| 4) Meal preparation adjustments | |
| 3. Recordkeeping | |
| a. Daily recordkeeping requirements | |
| b. Delivery receipts | Sample forms |

c. Special problems
   1) Seconds
   2) Leftovers
   3) Spoiled food
d. Daily labor—actual time spent on food service and time and attendance records
e. Collection of daily record forms

4. Monitors — Monitoring form
   a. Duties and authority
   b. Areas of assignment and introduction to site supervisors

5. Miscellaneous — Sponsor's policy
   a. Problems caused by inclement weather
   b. Problems with unauthorized adults eating program meals
   c. Problems with discipline
   d. Review of equipment, facilities, and materials available for organized recreational activities
   e. Review of trash removal system
   f. Corrective action
   g. Nutrition education

**Additional Monitor Training**

As mentioned, monitors should be present at both the site and administrative training meetings to ensure a good grasp of program operations at both levels. Since the role of sponsors' monitors is so important for proper program operations and full reimbursement, sponsors should conduct a separate training session for monitors that highlights their specific functions. This training should include:

| Topics | Training Materials |
|---|---|
| 1. Outline the specific duties of monitors | |
| a. Sites for which they will be responsible | Mileage log<br>Monitor review form |
| b. Monitoring schedules | Monitor visit record |
| c. Reporting procedures | |
| d. Followup procedures | |
| e. Office procedures | |
| f. Local sanitation and health laws | |
| g. Considerations for personal safety, if necessary | |

Sponsors must keep records that document: (1) the date(s) of training of site and administrative personnel, (2) the attendance at each training session, and (3) the topics covered at each training session. Sponsors that have requested advance payments for operating costs must send certification to the administering agency that they have completed training for site and administrative personnel. Without this certification, the administering agency will not release the second advance payment for operating costs to the sponsor.

## Monitoring

An efficient and capable monitoring staff is essential for any sponsor's program to be successful. A monitor serves as a direct link between the sponsor headquarters and the actual food service sites. Establishing a workable monitoring system will help to prevent problems from occurring and will make it much easier to correct any problems that do arise during the summer. The size of the monitoring staff will, of course, depend on the size of the sponsor's program. This is discussed in the Staffing section of this handbook.

### Training

Training is certainly vital if a monitor is to be effective. The sponsor must provide monitors with thorough training, because only those monitors knowledgeable in program requirements and duties will be able to provide the kinds of feedback that a sponsor must have. The sponsor must ensure that the authority and responsibilities of its monitors are clear to the monitoring staff, site supervisors, and office personnel. Monitors must ensure that the site serves only nutritious meals and operates the program according to program guidelines.

Monitors must understand program requirements, train site personnel when necessary, and spend enough time at each site to be sure of proper program operations. The monitor should also have all necessary forms.

### Visits and Reviews

When monitors observe the summer program operations at sites, they will usually make either a "visit" or a "review." A site "visit" requires a monitor to ensure that the food service is operating smoothly and that any apparent problems are immediately resolved. A site "review" requires the monitor to determine if the site is meeting all the various program requirements. To accomplish this, a monitor will have to observe some and preferably all of the meal service operations, including delivering or preparing meals, serving meals, eating meals, and cleaning up after meals.

### Monitoring Requirements

Sponsors must ensure that they meet minimum monitoring requirements. Regulations require that sponsor representatives visit all sites at least once during the first week of operation and that prompt action be taken to correct any problems found at sites. Sponsor representatives must also review all sites at least once during the first 4 weeks of program operations. Finally, regulations require that monitoring continue throughout the summer at a level sufficient to ensure that sites comply with program regulations.

**Records of Visits**

Sponsors must be able to document that they have met these monitoring requirements. For each site visit during the first week of program operations and for site visits throughout the summer, sponsors should receive from monitors a record for visits to all their sites. The record must contain at least:

* The name and address of the site visited
* The date of the site visit
* The times of the monitor's arrival and departure
* A listing of any problems that were noted during the visit, and any corrective actions that were initiated to eliminate the problems
* The site supervisor's signature
* The monitor's signature.

**Records of Reviews**

For each site review during the first 4 weeks of program operations, and for site reviews throughout the summer, sponsors should receive from monitors a review form to be used when reviewing each site. This form is developed by the administering agency and contains the same information listed above for a record of a site visit, but includes additional information. The additional information concerns meal preparation and delivery schedules, the quality of site records and recordkeeping, the regular adjustment of meal orders, and whether changes are made in menus. Sample monitor review forms for self-preparation sites and vended sites are included in the References section.

**Processing Monitor Reports**

These records of visits and reviews will help sponsors assess the operation of their sites. The records are only useful, however, when they are carefully reviewed by sponsor personnel and when followup monitoring is scheduled to ensure that the suggested corrective actions have been taken to improve site operations.

Each sponsor must, therefore, design a system for handling the monitor reports. Sponsors should have a system that will ensure that monitors return reports frequently—if possible, every day. The reports should be immediately reviewed by a specific member of the sponsor's staff who is responsible for following up on any problems. This staff member should consider any problems found by the reviewer; call the site supervisor, if necessary; schedule a followup review, if necessary; make any comments or notes on the site's problems; and sign and date the report. The sponsor review official will have to base the timing of a followup review on the severity of the problem.

Sponsors must be sure that they schedule monitor visits and reviews so that they can meet the program requirements. This is particularly true for sponsors with a large number of sites. A good monitoring schedule and an efficient system for the review and followup on the monitor's reports are necessary for effective program operations.

**Quality of Monitor Reports**

When sponsors or their staff review monitor reports, they should also pay attention to the quality of the reports. There are several problems that may be apparent in the report that will indicate either the monitor's lack of program knowledge or the monitor's lack of understanding of his or her responsibilities. A monitor is very likely to need additional training if:

* The monitor does not include comments in the remarks section of a report.
* The number of meals that are delivered or served and the number of children who are in attendance are always the same.
* The monitor recommends a corrective action and fails to note the action taken to correct the problem(s).
* The monitor fails to recommend adjustments in meal orders when the number of meals exceeds attendance.

**Preoperational Visits**

The monitors should begin work several days before sites open. If the sponsors wish, monitors may complete the required preoperational visits. (These preoperational visits must not be confused with required site visits during the first week of program operations.)

## Program Payments

This section discusses the methods and procedures for program payments. These payments are the reimbursement that sponsors receive based on the number of meals they serve that meet SFSP requirements for reimbursement. Sponsors may receive reimbursement for the eligible administrative and operating costs they incur.

**Advance Payments**

When they apply for the program, sponsors may request advance payments for their total program costs, for their operating costs, or for their administrative costs. These payments are advances on the reimbursement that sponsors will receive for a month of operations. The advances should help sponsors maintain a positive cash flow because they will have funds available to meet program costs as they arise throughout the month. A sponsor's final reimbursement will, of course, depend on the number of meals served and the costs of providing them.

**Advance Payments for Operating Costs**

Sponsors must request each advance payment for operating costs from the administering agency at least 30 days before the payment dates of June 1, July 15, and August 15. If sponsors have participated in last year's program, the advance payments for operating costs will usually be based on the reimbursement they earned last year. The administering agency may also estimate advance payments as a percentage of anticipated costs. The administering agency must receive certification that a sponsor has held training sessions on program requirements for site and sponsor personnel before it will release the second month's operating advance to the sponsor. A sponsor may not receive an advance for operating costs in any month when it will not be operating for at least 10 days.

**Advance Payments for Administrative Costs**

Sponsors must request each advance payment for administrative costs from the administering agency at least 30 days before the payment dates of June 1 and July 15. Before the second month's administrative advance, sponsors must certify that they currently operate the number of sites provided for in the administrative budget, and that no significant change has occurred in their administrative costs since approval of the administrative budget. If sponsors operate the program less than 10 days in June but at least 10 days in August, they will be issued the second month's payment for advance administrative costs on August 15. Sponsors planning to operate the program for less than 10 days cannot receive advance payments for administrative costs.

If the administering agency's monitoring or audits reveal that a sponsor may not be able to submit an adequate claim, then the administering agency will not send the advance payment for the following month until the sponsor submits a valid claim.

**Startup Payments**

The administering agency may, at its option, provide the sponsor with a limited amount of startup payments. These startup payments, which are deducted from later administrative reimbursements, are for administrative costs incurred in planning a food service and in establishing effective management procedures for that service. Sponsors may request the startup payments, if they are available, when they apply for the program.

**Program Reimbursement**

Sponsors may elect to claim all or part of their administrative costs and their full operating costs for reimbursement. Any sponsor that receives startup or advance payments for administrative costs must claim administrative costs for reimbursement. Sponsors must maintain complete records to document all costs and meals they claim for reimbursement. The necessary records are discussed in the Recordkeeping section of this handbook.

**Operating Cost Reimbursement**

The amount of reimbursement to sponsors for operating costs will, in general, be the lesser of either (1) actual operating costs, or (2) the number of meals by type actually served to eligible children multiplied by the appropriate rates of reimbursement for those meals. The administering agency will be able to tell sponsors the current rates of reimbursement.

**Administrative Cost Reimbursement**

Payment to sponsors for administrative costs will, in general, be the lesser of (1) actual expenses incurred for administrative costs, or (2) the number of meals by type actually served to eligible children multiplied by the rates for those meals, or (3) the administrative budget that was approved by the administering agency and included in the program agreement, along with any approved amendments to it. The current administrative rates are available from the administering agency.

The summer program has two different levels of administrative reimbursement rates. The higher reimbursement rates are for sponsors of sites that prepare their own meals and sponsors of sites located in rural areas.

**Rural Areas**

A rural area is any county that is not part of a Standard Metropolitan Statistical Area as defined by the Office of Management and Budget. At the approval of the USDA regional office, an area may be defined as rural if it is a part of a Standard Metropolitan Statistical Area, but is isolated from the urban center. This alternate definition of rural area will only be used in situations where a State recognizes unique problems for the given area. The administering agency will be able to provide information on whether sites are considered rural for program purposes.

**Claim for Reimbursement**

Sponsors receive their program payments based on claims for reimbursement that they submit to the administering agency. Sponsors assume complete responsibility for all of the information they submit on their claims. There are four major types of data that sponsors must report on their claims:

Meal Counts—Based on records that are regularly submitted by the sites, sponsors must report the number and type of meals served to all children, the number and type of meals served to eligible children (for sponsors of camps), the number and type of meals served to program adults, and the number and type of meals served to nonprogram adults.

Operating Costs—Based on their operating cost records, sponsors must report the cost of food used, the cost of labor, and other costs directly incurred in preparing and serving meals.

Administrative Costs—Based on their administrative cost records, sponsors must report the costs related to administering the program (if those costs are being claimed).

Program Income—Based on their records of program income, sponsors must report the amount of money that has accrued to their food service program.

After the reimbursement claim form is completed, the sponsor must then sign the form and send it to the administering agency. Claims must be filed each month by the 10th day of the month following the month that the claim covers. If a sponsor's program will not extend past the first 10 days of a month, all of the claim's data for that month can be included with the claim data for the preceding month. If a sponsor's first month of operations consists of less than 10 days, the sponsor may, with the administering agency's permission, combine the first and second months on one claim.

**Camp Reimbursement**

The specific reimbursement requirements for sponsors of camps are discussed in the Camps section of this handbook.

**Unallowable Meals**

Sponsors may only claim for reimbursement those meals that meet all SFSP requirements. Reimbursement may not be claimed for:

* Meals served to adults
* Meals that do not meet meal requirements

- Meals not served as a complete unit
- Meal patterns or types not approved by administering agencies
- Meals served at sites not approved by administering agencies
- Meals consumed offsite
- Meals served outside of approved timeframes or approved dates of operation
- Meals served to ineligible children in camps (those not meeting the family size and income guidelines for free or reduced-price school meals)
- Meals in excess of the site's approved level of meal service
- Unserved meals.

**Program Costs**

Sponsors may only claim for reimbursement those costs that are directly related to program operation and administration. These allowable costs are discussed in the Recordkeeping section of this handbook.

**Unallowable Costs**

Sponsors may not include the following costs under any cost category on their claim for reimbursement:

- Costs of purchasing land, acquiring or constructing buildings, or making alterations to existing buildings
- Costs of purchasing nonexpendable equipment, whether food service, office, automotive, or any other kind of equipment. (This category includes costs of equipment repairs that materially increase the value or useful life of the equipment.)
- Use allowance for buildings and use allowance for equipment that is not specifically permitted in the sponsor's written agreement with the State agency. Use allowance cannot apply to any equipment purchased with Federal assistance. Use allowances do not apply to idle equipment.
- Fees (when such fees are credited to the final purchase price of equipment or space) that result from written or verbal contractual arrangements for rental-purchase or lease of equipment or space with an option to purchase. These include rental fees sponsors claim for equipment they (or one of their subsidiaries) own and other rentals that are not specified in the budget or written agreement.
- Value of donated food, cash, labor, space, and land used. (A use allowance can be authorized on donated equipment that is not expendable.)

- Administrative cost items not included in the approved sponsor budget, or amendments subsequently submitted and approved
- Food service costs for meals served to children in camps who are not eligible to receive their meals free or at a reduced price
- Interest or other financial costs
- Costs or proration of costs that result from the sponsor's maintenance of a legal staff
- Legal expenses for prosecution of claims or other legal actions against the Federal government or the administering agency
- Fines and penalties or bad debts.

Estimating Reimbursement

Claims for reimbursement must only reflect meals served to eligible children and the costs that are associated with those meals. The following steps illustrate how the sponsor can estimate the amount of reimbursement:

(1) Potential reimbursement for operating costs: Multiply the number of meals, by type, actually served to eligible children by the applicable reimbursement rates. (The administering agency can supply you with the current rates.) Add these figures for each meal type and compare this sum to the actual expenditures for operating costs incurred for serving meals to eligible children. The lesser amount is the sponsor's potential operating cost reimbursement.

(2) Potential reimbursement for administrative costs: Multiply the number of meals, by type, actually served to eligible children by the applicable administrative reimbursement rates. (The administering agency can supply you with the current rates.) Add these figures for each meal type and compare this sum to (1) the actual expenditures for administrative costs incurred for serving meals to eligible children, and (2) the administrative budget and the approved amendments. The least of the three amounts is the potential reimbursement to the sponsor for administrative costs.

In order to determine the final total reimbursement, a sponsor must subtract the amount of income accruing to the program from the sponsor's total actual program costs. A sponsor then compares this net program cost to the sum of the potential reimbursements for operating and administrative costs discussed in (1) and (2) above. The lesser of these two amounts is a sponsor's final potential reimbursement. This amount will be reduced by any startup or advance payments the sponsor received. The References section includes a worksheet that will help sponsors estimate the amount of reimbursement they can anticipate.

## Recordkeeping

Need for Records

Sponsors must keep full and accurate records so they can substantiate the allowable administrative and operating costs and the number of program meals that they have submitted on each claim for reimbursement. Sponsors must maintain all of these records for 3 years after the end of the fiscal year in which the program operated. These records must be accessible to Federal and administering agency personnel for audit and review purposes.

To justify claims for reimbursement, sponsors must maintain the following records:

I. Records of meal counts taken daily at each site
II. Records of claimed operating costs, including food, labor, and other costs
III. Records of claimed administrative costs, including labor and supplies
IV. Records of program income.

I. RECORDS OF MEAL COUNTS

Site Records: All sponsors will use daily site records in order to document the number of program meals they have served to children. The sponsor must provide all necessary record sheets to the sites. Site personnel are then responsible for keeping the records each day. The site personnel must complete the records based on actual counts taken at each site for each meal service on each day of operation. Site personnel must be sure that they record all required counts. These counts should include:

* The number of meals delivered or prepared, by type (breakfast, snack, lunch, supper). Vended programs must support this information with a signed delivery receipt. A designee of the sponsor must verify the adequacy and number of meals delivered by checking the meals when they are delivered to the site.

* The number of children in attendance

* The number of complete meals served as firsts to children, by type

* The number of second meals served to children. Sponsors must plan, prepare, or order meals on the basis of participation trends. Sponsors must plan to provide only one meal per child at each meal service. In recognition of the changes in participation levels, a second meal that is served as a unit to the same child can be claimed for reimbursement. Administering agencies can provide sponsors with further guidance on seconds and on those situations where excessive seconds will not be reimbursed.

* The total number of meals served to children

* The number of meals served to program adults, if any

* The number of meals served to nonprogram adults, if any.

Collecting Records

Sponsors should collect these site records at least every week. Sponsors may have their monitors pick up site reports on designated days, or sponsors may ask site supervisors to mail the records to the sponsor's office. When deciding how they will collect site records, sponsors must try to minimize the chances of losing the records. When they collect the site records, sponsors must be certain to check for the site supervisor's signature. Any sponsor serving vended meals must be sure that the figure entered as the number of meals delivered on the site record is the same as that entered on the vendor's report. If there is any discrepancy between the numbers, the sponsor should immediately contact the vendor and site supervisor and resolve the problem. The sponsor should make a permanent note of the discrepancy as well as the action that was taken to resolve it.

II. RECORDS OF OPERATING COSTS

Allowable Operating Costs: Operating costs are allowable costs incurred by the sponsor for preparing and serving meals. These costs include, but are not limited to, cost of food used, labor, nonfood supplies, and space for the food service. Rural sites may include costs that are directly incurred in transporting children from rural homes to rural food service sites.

The administering agency may choose to permit sponsors to include the cost of disallowed meals served to children as an allowable operating cost. All meals in violation will continue to be disallowed from the meals times rates calculation (that is, as meals served to children) on the reimbursement claim. Sponsors will also continue to be reimbursed for operating costs the lesser of (1) allowable meals times the reimbursement rates or (2) allowable operating costs. In no case may the cost of meals in excess of a site's approved level of meal service be considered allowable or be reported as an operating cost.

Records for Costs of Food

The data that are necessary for computing the cost of food used are more extensive when sites prepare their own meals. Records to support the cost of food used should include, at a minimum:

* Receiving reports
* Purchasing invoices
* Records of any returns, discounts, or other credits not reflected on purchase invoices
* Inventory records that show the kinds of food items on hand at the beginning and end of the inventory period, the quantity of each item, the dollar value assigned to each item, documented major inventory adjustments, and the total value of the inventory
* Cancelled checks or other forms of receipt for payment.

"Cost of food used" means, in its simplest form, beginning inventory plus purchases plus other costs of food minus credits to costs of food minus inventory adjustments minus ending inventory. Sponsors must record the dollar value of food (ending inventory) that is unused at the close of

program operations. Sponsors must subtract this ending inventory from all food costs incurred as a result of program operations.

Food costs cover the cost of purchases and the costs of processing, transporting, storing, and handling food that is donated (including USDA commodities) or purchased by the sponsor. Sponsors must make adjustments when major reductions of food in stock are the result of fire, theft, spoilage, or contamination — or any event other than normal usage.

**Inventory Form**

The References section provides a sample inventory form for sponsors that prepare meals onsite. Site personnel should use a form similar to this to list all food items on hand. Site personnel should use invoices to determine the unit cost per item. After taking a physical count of each item on hand, site personnel should multiply this number by the unit cost to get the total inventory value for each item. Adding the total inventory values for all items will then provide the sponsor with the value of the beginning or ending inventory.

**Food Costs in Vended Programs**

The cost of food used means the cost of the preparation and/or delivery of meals charged to the sponsor by the food service management company or the school facility. This may not include charges for meals delivered to nonapproved sites, meals not delivered within the established delivery time, meals that are spoiled or unwholesome, or meals that do not meet the requirements or terms of the contract. The sponsor should not pay the food service management company for these meals. The sponsor must maintain records that include the signed delivery slips to support its claim for reimbursement. Designees of the sponsor at each site should check the adequacy of the delivery and meals before signing the delivery slip.

**Labor Costs**

Labor costs include compensation by sponsors for labor that is required to prepare and serve meals and to supervise children during the meal service. These costs may include wages, salaries, employee benefits, and the share of taxes paid by the sponsor. Sponsors must keep accurate time and attendance records for all labor costs that are submitted on the claim for reimbursement.

**Other Operating Costs**

Other operating costs may include, but are not limited to, (a) costs of nonfood supplies; (b) rental costs for buildings, food service equipment, and vehicles; (c) utility costs; and (d) mileage allowances. If sponsors feel that they may have "other" costs that are not listed, they may contact the administering agency for further information. Sponsors must keep all necessary records and documentation to support any costs that they may claim for reimbursement.

## III. RECORDS OF ADMINISTRATIVE COSTS

Administrative costs are costs incurred by the sponsor for activities related to planning, organizing, and administering the program. Generally, these activities are:

1. Preparing and submitting an application for participation, including a management plan containing budgets of operating and administrative costs, and staffing and monitoring plans

2. Establishing the eligibility of children for free or reduced-price school meals for each session. This applies only to camps and enrolled sites where eligibility has been determined by family size and income statements.

3. Attending training provided by the administering agency

4. Hiring and training site and administrative personnel

5. Visiting sites, reviewing and monitoring operations at sites, and documenting these visits and reviews

6. Preparing and submitting a plan for and synopsis of the invitation to bid when the sponsor wants to contract with a food service management company

7. Preparing and submitting claims for reimbursement

8. Performing other activities that are necessary for planning, organizing, and managing the program.

Generally, costs incurred for these activities are:

a) Labor costs for administrative activities

b) Rental costs for offices, office equipment, and vehicles

c) Vehicle allowance and parking expenses

d) Office supplies

e) Communications

f) Insurance and indemnification

g) Audits

h) Travel.

Sponsors must be certain that they have records that document the amount and the purpose of all administrative costs they claim. The References section includes a worksheet for determining administrative costs as well as a sample administrative mileage record form.

## IV. RECORDS OF PROGRAM INCOME

Income accruing to the food service program includes all funds received from State, local, and other sources, except for program advances or reimbursement. These funds must be designated specifically for the food service program. Records reflecting income may include deposit records,

voucher stubs, or receipts. Sources of funds that are earmarked for food service and counted as income include: income for food sales to adults; cash donations or grants from philanthropic organizations or individuals; and monies received from State, intermediate, or local governments.

Checklist of Required Records

There are a number of additional records sponsors must maintain in their files. These records and the records discussed in this section are summarized in the following checklist of required records:

1. Records that document eligibility for the summer program:

____ Approved Agreement
____ Application
____ Site Information Sheet for each site
____ Evidence to show eligibility for each site based on serving needy children (or in the case of camps, evidence to show that children are individually documented as being eligible for free or reduced-price school meals)
____ Public release
____ Letter from IRS showing tax-exempt status (for private sponsors)
____ Preapproval site forms
____ Management plan
____ Sponsor/site agreements
____ Certification of training
____ Letter of engagement of CPA firm or independent accountant, or State or local government accountant and management letter (if applicable).

2. Records that support the number of meals served to children:
____ Daily count of meals prepared or received at sites
____ Daily count of meals served to children as firsts
____ Daily count of meals served to children as seconds
____ Daily count of meals served to program and nonprogram adults
____ Daily count of children in attendance at each site

3. Records that support food service costs:
____ Food inventories
____ Delivery receipts for vended meals
____ Payroll and time and attendance records for site personnel

4. Records that support administrative costs:
____ Payroll and time and attendance records for administrative personnel
____ Rental agreements for office equipment or space
____ Mileage records

5. Records to support income to the program:
____ Site records of cash collected
____ Receipts given for cash donations
____ Records of any other funds received for the food service program

6. Other required records:

____ Agreement with schools to furnish meals
____ Contract with registered vendor
____ Bid procedures used
____ Records and inventories of USDA-donated foods
____ Monitor's reports of site visits and reviews
____ Records of training conducted
____ Menu records
____ Quantity production records for each meal (for self-preparation sites)
____ Receipts, invoices, and bills for all rented or purchased items and services
____ Bank statements and deposit slips
____ Accounting ledgers
____ Sanitation and health reports
____ Certification and Independent Price Determination

## Administrative Reviews

**Purpose of Administrative Reviews**

During the course of the summer, administering agencies will complete an administrative review of most sponsors' program operations. This administrative review will involve visits by administering agency personnel to the sponsor's site(s) and office. The reviews are designed to ensure that a sponsor's overall program is operating according to requirements and to provide assistance and advice to a sponsor if there are questions about program operations.

**Review Procedures**

An administering agency review of site operations will usually involve observing the meal service operations and the recordkeeping at the site. A review of the sponsor level will usually involve a review of how the claim for reimbursement is assembled and a review of the records maintained by the sponsor. Regardless of the specific administrative review procedures, all sponsors must make their records available for the administering agency's review and must proceed with the corrective actions recommended by the administering agency, if there are any. The results of an administrative review may affect the amount of reimbursement a sponsor will receive.

**Corrective Action Plan**

When the administering agency finds violations during the conduct of a site review, it will require the sponsor to correct problems found. If the administering agency finds a high level of meal service violations at a site, it will immediately require the sponsor to follow a specific corrective action plan. The administering agency will initiate a followup system to ensure that sponsors take the specific action (as outlined in the plan) for correcting site violations.

**Statistical Monitoring**

The administering agency may elect to use statistical monitoring procedures when it conducts administrative reviews of sponsors. The administering agency may use the results of statistical monitoring to determine the sponsor's reimbursement. The administering agency will inform the sponsor if it plans to use statistical monitoring and will provide the sponsor

with the necessary information on its procedures for conducting statistical monitoring. The administering agency has additional information on statistical monitoring.

Violations

Violations of program requirements may result in withholding or recovering reimbursement, temporary suspension, or termination and exclusion from future program participation.

Such violations include but are not limited to:

* Noncompliance with the time requirements between meals
* Failure to maintain adequate site or sponsor records
* Failure to adjust meal orders to conform with changes in site attendance
* Serving more than one meal to a child at one time
* Children eating meals offsite
* Claiming program reimbursement for meals served to anyone other than eligible children
* Serving meals that do not include the required quantities of meal components
* Continued use of food service management companies that violate health codes
* Not adhering to competitive bid procedures.

Postprogram Evaluation

Upon the completion of the local program, the sponsor should prepare an evaluation. The following format is suggested for these evaluations:

* Sponsor Personnel—Evaluate the size and efficiency of the staff.
* Site Personnel—Evaluate the ability of site personnel to control and supervise the program at the site level.
* Food Preparation—Evaluate the major facets of food preparation, as well as the quality and variety of foods offered within meal requirements.

* Organization—Evaluate the administrative structure of the organization.

* State agency or FNS Regional Office—Evaluate the relationship between the sponsoring agency and the administering agency, noting the adequacy of training efforts and the availability of guidance, information, and assistance.

## 3. FOOD SERVICE MANAGEMENT COMPANIES

Introduction

Sponsors that decide to contract with a food service management company to obtain meals must meet various program requirements and follow certain procedures. (This is called a vended program.) Food service management companies which enter into a contract with a sponsor to prepare and deliver meals must provide meals that comply with program regulations and their contract with the sponsor. Therefore, both sponsors and food service management companies should be familiar with the information in this section. A successful vended operation depends on both parties fully understanding their mutual responsibilities in the program.

The term "food service management companies" includes commercial companies that prepare meals using school facilities, the sponsor's facilities, and their own facilities. Public schools that use their own facilities to prepare meals are included in this definition. Excluding them would imply that sponsors could not contract with schools to prepare meals.

Selecting a Company

Selecting a Food Service Management Company

There are several factors that can influence a sponsor to contract for meals with a food service management company. These factors may include limited personnel, a site that is unsuited for meal preparation, or a large number of sites spread over a wide geographical area.

Before inviting food service management companies to bid on a program, sponsors must contact their local school food service authority about the possibility of using school facilities to prepare meals, or of obtaining meals under agreement with a school. Using the facilities of local public or private schools to prepare or obtain meals offers the sponsor several advantages. These schools often prepare large numbers of meals and already have the facilities, staffing, and system for such a service. And many schools are accustomed to preparing meals that meet USDA requirements if they participate in other Child Nutrition Programs.

When exploring a school's capability for meal service, sponsors must consider whether or not an adequate delivery service to sites can be established. This delivery service cannot be prohibitive in cost, and it must meet local health and sanitation requirements.

Sponsors that can use local school food service facilities must enter into a written agreement with the school. If contracting with a local school is not possible, sponsors may contract with a food service management company to prepare and deliver meals.

Only food service management companies that register with the administering agency may be used. A list of registered companies should be obtained from the administering office as soon as possible. No sponsor may, however, contract out the management responsibilities of the SFSP such as monitoring, enforcing corrective action, or preparing program applications. Sponsors remain legally responsible for seeing that the food service operation meets all requirements specified in the agreement they sign with the administering agency.

## Information for Bid and Contract

Administering agencies require all sponsors under their jurisdiction to use a standard contract for meals provided by a food service management company. These standard contracts may vary, according to different State and local requirements. This document, called the "Invitation for Bid and Contract," serves a dual purpose. It contains the specific information a bidder needs to make an offer, and it also tells the bidder how to submit the actual bid.

A sponsor that is a school with an exclusive contract with a food service management company for year-round service or any sponsor that has total contracts with food service management companies not exceeding $10,000 is not required to comply with the competitive bid procedures. These exceptions do not relieve the sponsor of the responsibility to ensure that normally accepted bidding procedures are followed in contracting with any food service management company. Schools and universities that participate as summer sponsors and have an existing year-round contract with food service management companies to prepare meals do not have to bid competitively. However, existing contracts will have to be amended to ensure that they meet the requirements listed in section 225.16 of the program regulations.

## Bid Procedure

The administering agency must ensure that contracting and bidding meet USDA requirements. The administering agency will provide whatever technical assistance is needed to sponsors to ensure that the bid process runs smoothly.

All sponsors with contracts that will exceed $10,000 must adhere to the competitive bid procedures and procurement standards set by SFSP regulations. The standard bid procedure includes, among other requirements, five steps:

1. Completing the invitation for bid package

2. Publicly announcing all invitations for bid not less than 14 days before bids are opened. Announcements must include the time and place of the bid opening.

3. Notifying the administering agency at least 14 days before the bid opening. The notification must include the time and place of the opening.

4. Publicly opening all bids

5. Submitting to the administering agency copies of all bids received and their reason for selecting the food service management company chosen.

Once the sponsor has filled in its particular specifications in the standard invitation for bid and contract, the document is referred to as the invitation for bid (IFB). The IFB is the most important step in the process. Sponsors must complete the estimated range of servings, decide on an affordable and attractive menu, and complete the site schedule. Sponsors must supply the IFB to all companies responding to the public announcement.

The sponsor's IFB must include:

1. A menu cycle

2. Food specifications and meal quality standards

3. A copy of the program (SFSP) regulations

4. Nonfood items essential for conducting the food service.

The sponsor's invitation for bid must not:

1. Specify a minimum price

2. Specify special meal requirements to meet ethnic or religious needs unless such special requirements are necessary to meet the needs of the children to be served

3. Provide for loans or any other monetary benefit, term, or condition to be made to sponsors by food service management companies

4. Include nonfood items (except where such items are essential to the conduct of food service).

The food service management company's bid in response to the IFB must include:

1. A copy of the required health certificate

2. Proof that the company is registered with the State.

If food service management companies submit a bid over $100,000, they must submit a bid bond in an amount determined by the sponsor. The bond should be between 5 percent and 10 percent of the value of the contract for which the bid is made. A copy of the bid bond must accompany each bid. The bond must be from one of the companies listed in Department of Treasury Circular 570, which is available from the Department of Treasury, Fiscal Service, Bureau of Financial Operations, Washington, D.C. 20226.

It is important that the food service management company respond to the IFB accurately and completely. Food service management companies must bid on all the meals listed in the IFB and must bid on the menu cycles included in the IFB. Food service management companies cannot be candidates for assuming award of the contract unless they respond to every requirement listed in the IFB.

The sponsor must fill in the following information in the IFB so bidders will know exactly what the specifications of the bid include:

Site Information: The sponsor must include a list of proposed site names, addresses, delivery locations, and times. With this information, a bidder can estimate the cost of delivery and the feasibility of meeting the sponsor's requirements.

Menu Cycle: The sponsor must also attach an 11-day menu cycle that lists the types and amounts of food in each meal. Program regulations specify minimum meal pattern requirements, but sponsors may improve upon these minimums to increase the variety and appeal of menus. Sponsors may request approval from the administering agency for variations from the meal requirements only when necessary to meet ethnic, religious, economic, or nutritional needs.

Meal Requirements: As part of the IFB, the sponsor must provide the food service management company with a copy of the meal requirements outlined in part 225.20 of the SFSP regulations. The sponsor must also provide a copy of the minimum food specifications and model meal quality standards required by part 225.9(d) of SFSP regulations. (Sponsors can get the regulations from the administering agency.) The food service management company must deliver meals that meet these meal requirements and minimum food specifications and model meal quality standards. Under the provisions of the contract between the sponsor and the food service management company, the sponsor is liable only for the delivered meals that meet these requirements and should not pay for ineligible meals. Similarly, the sponsor may receive payments from the administering agency only for meals served that meet these requirements.

An effective quality control system is essential for verifying that meal components meet the minimum quantity requirements. During food preparation, the food service management company should regularly inspect and measure items to ascertain correct sizes and weights. Setting production equipment for the desired specifications is no substitute for a quality control system, because equipment settings may become distorted during operation. Administering agencies and sponsors are responsible for sampling meals and disallowing payment for meals that fail to meet minimum standards.

REMEMBER: The entire meal may be disallowed for reimbursement if any component does not meet minimum standards.

Sponsors must ensure that food service management companies provide unitized meals. This means that meals must be individually portioned, packaged, delivered, and served as a unit. Milk and juice may be packaged separately, but are still considered part of the meal unit. Other variations of unitized meals can be approved by the administering agency. Specifications should be worded in such detail that all bidders will have an equal chance to compete for the same menus. The specifications should also indicate under what conditions substitutions may be made by the food service management company if, during the course of the program, certain specified foods are unavailable or become too expensive.

Sponsors of vended programs may not receive commodities. However, sponsors of vended programs in rural areas may receive additional funds for administrative expenses.

Regulations: The sponsor must attach a copy of the SFSP regulations to the IFB and must agree to operate the program according to the regulations.

Meal Range Adjustments: In the past, actual participation under a given sponsorship frequently varied from the estimate specified in the IFB. The contractor bases a bid on the specifications and expects to be serving close to the number of meals listed in the estimate. A sizeable discrepancy between estimated and actual participation can increase or decrease the food service management company's unit production cost. Therefore, the sponsor may estimate a possible range of meals served per day. Food service management companies must submit prices for each range the sponsor lists, remembering that if the sponsor decreases the number of meals served, the cost of the meals may increase. The range is provided to lessen the risk of losses to the food service management companies in these cases. Sponsors may increase or decrease the number of meal orders specified in the IFB only after notifying the food service management company. Increases in maximum meal service levels at sites receiving vended meals must be approved by the administering agency.

Special Accounts: The administering agency may require sponsors to set up special accounts at financial institutions. The sponsor must deposit any payments received from the administering agency for operating costs in the special account. Any checks drawn from this account must be authorized by both the food service management company and the sponsor. This is to help ensure that the company receives payment for the eligible meals it provides to the sponsor's program.

Food Service Management Company Bid Requirements

There are several specific requirements food service management companies must meet and several things they must include when submitting a bid. These requirements are:

Health Certification and Inspection: Food service management companies must have State or local health certification for the facility(ies) they use to prepare meals for the SFSP. The companies must ensure that health and sanitation requirements are met at all times. In addition, the companies must ask local health authorities or independent agencies to periodically inspect the meals they serve to determine bacteria levels. These levels must conform to the standards applied to other food service establishments in the area.

Food service management companies should also be aware that the administering agency may send health inspectors to check preparation facilities and meals. This inspection is independent of the one the food service management company provides. The companies must submit health certification as part of the bid.

Records: Food service management companies must maintain records (supported by invoices, receipts, or other evidence) that the sponsor needs to meet program responsibilities. Companies must report to the sponsor at the end of each month, at a minimum. The food service management company must keep the books and records concerning the sponsor's food service operations for 3 years from the day the company receives final payment. Representatives of the administering agency, USDA, and the United States General Accounting Office may request an inspection and audit of these records at a reasonable time and place.

Subcontracts: Food service management companies may not subcontract with another company for the total meal (with or without milk) or for assembling of the meal. The variation between contracted and subcontracted meal prices is an unnecessary expense. Subcontracting means the sponsor does not have a contract with the company that prepares meals and, therefore, cannot directly control the quality and supply of the meals.

Contract Responsibility

It is important for the prospective food service management company to realize that the contract is a private contract between the food service management company and the sponsor. Neither USDA nor the administering agency has any jurisdiction in the reimbursement made to the food service management company. Before contracting for the program, the food service management company needs to assess the sponsor's capability to meet the terms of the contract and needs to assess the sponsor's capability to reimburse them for all meals that are properly delivered. If applicable, the company should become familiar with the records of a sponsor in this program or other federally funded programs.

Awarding the Contract

Selection Criteria

Sponsors should consider many important points in awarding contracts. Some are the integrity of the contractor, the contractor's financial and technical resources, and the contractor's accessibility to other necessary resources. Contracts may be made only with registered, responsible contractors that possess the potential ability to perform successfully under the specified terms.

Sponsors may take many other factors into consideration before they award contracts. These include the food service management company's performance in past food assistance operations, cost per delivered meal, ability to meet all the specifications in the IFB, ability to increase or decrease meal deliveries within a reasonable time frame, preparation facility and the food service management company's proximity to the sites being served, use of refrigerated delivery trucks, and ability to meet local health and sanitation requirements. Sponsors are encouraged to use the services of minority-owned companies.

The sponsor should award the contract at least 2 weeks before program operations will begin to allow time for both the food service management company and the sponsor to get ready. The sponsor must give to the administering agency copies of all bids the sponsor received and the reason it chose that particular food service management company.

Accepting Bids

All bids totaling $100,000 or more must be submitted to the administering agency for approval before the sponsor can accept a bid. Any bids that exceed the lowest bid must be submitted to the administering agency for approval before acceptance, with an explanation of why that particular bid was chosen. The IFB that the sponsor accepts will become the contract for program operations between the sponsor and the food service management company. The administering agency will keep copies of all contracts between sponsors and food service management companies.

Performance Bond

If a food service management company enters into a food service contract with a sponsor for more than $100,000, a performance bond must be obtained from surety companies (which are listed in the current Department of Treasury Circular 570) in an amount determined by the administering agency. This amount must be no less than 10 percent nor more than 25 percent of the value of the contract. The food service management company must furnish a copy of the bond to the sponsor within 10 days of awarding of the contract.

Award Conference

After awarding the contract and before executing the contract, all sponsor and food service management company representatives should meet to discuss their mutual and individual responsibilities in the food service program. In this meeting, which is called the award conference, the representatives should review procedures for adjusting meal deliveries, the cycle menus, food quality specifications, and meal packaging, as well as sanitation requirements. The food service management company must also be familiar with all State and local health requirements, particularly those concerning food preparation and meal delivery. Most vended meals are packaged to prevent contamination. Thus, the greatest danger usually results when meals are held too long or are stored under improper temperature controls. Sponsors should also inform the food service management company of the function of monitors, reviews, and statistical monitoring, if applicable, in the operation of the SFSP.

Planning and Operating the Program

Sites Approved for Food Service

Sponsors should provide the food service management company with a list of approved food service sites, along with the limit on the number of meals that may be claimed for reimbursement for each site. It is likely that some approved sites, for one reason or another, may have been canceled or dropped from participation before the food service operations begin. A new list should be provided to the food service management company in plenty of time before it is to start the food service operations. The administering agency should notify the company within the time limits mutually agreed upon in the contract if any site on its delivery schedule is being dropped or canceled.

Approved Levels of Meal Deliveries

The administering agency will set an approved level of meal service for each vended site. These levels will be the maximum number of meals, including any unplanned seconds, that may be served at a site at one meal service. The sponsor can request that these levels be allowed to change when participation fluctuates throughout the summer. Sponsors of vended sites will receive a written confirmation from the administering agency of the approved levels.

Adjusting Meal Deliveries

One of the most important topics for discussion in the award conference is the adjustment of meal deliveries. The sponsor should establish a system for collecting information on attendance changes from its sites, translating these changes into adjustments in the meal order, and communicating these adjustments to the food service management company. In turn, the food service management company should have an organized system for:

* Receiving orders for delivery adjustments
* Documenting orders for delivery adjustments
* Adjusting production levels, if necessary
* Ensuring that delivery receipts are changed to reflect adjusted meal orders (This is a particularly important responsibility.)
* Ensuring that adjusted meal orders for each site are correctly packaged and loaded for delivery.

The food service management company's key personnel must be aware of these responsibilities. For example, the food service management company's delivery personnel must understand that site supervisors cannot independently request more or fewer meals. These requests must be channeled through the sponsor. Meal deliveries may be adjusted only by the sponsor. As necessary, the sponsor must get approval from the administering agency.

Attendance at sites will probably decrease during the summer, especially if there is no organized activity at a site other than the food service. The sponsor may be able to anticipate certain fluctuations in attendance (such as local events that may interfere with site participation) and make arrangements in advance with the food service management company to adjust orders. For example, a consistent drop in attendance each Friday could be handled by reducing the number of meals delivered for that day only.

Whenever possible, meals can be transferred from a site with too many meals to a site with a shortage. The sponsor's monitors should be aware of the procedures for handling extra meals so they can assist site supervisors in making tranfers or other arrangements.

During the summer, sites may cease food service operations on either a temporary or permanent basis. Also, new sites may be authorized to participate in the SFSP. Site deletions and additions may make changes in delivery routes and production levels, and will require the food service management company's cooperation. The sponsor is responsible for making sure the food service management company is informed of any need for such changes.

**Planning Delivery Routes**

The food service management company must carefully plan delivery routes and schedules and should review them with the sponsor. Sites without adequate storage facilities must receive all meals within 1 hour of the meal service. Delivery personnel for food service management companies should become familiar with their routes before the SFSP starts to help avoid confusion. The food service management company or the sponsor should periodically evaluate and restructure the routes if deliveries for some sites are consistently late. The food service management company is responsible for ensuring that sufficient equipment is available to handle such changes (for example, additional trucks, refrigeration, etc.).

Sponsors must plan a system for serving meals when the weather is bad, or they must plan a system for canceling meal service at sites lacking sheltered facilities. The food service management company should be notified of these contingency plans.

**Other Considerations**

Good communication is essential for smooth program operations. Even with good management and good intentions, complaints about the food service can arise. Food service management companies and sponsors should establish a system for communicating and resolving complaints. Experience indicates that problems can be most efficiently resolved when both the sponsor and the food service management company designate officials to receive and respond to suggestions and complaints.

**Reimbursement**

Under the SFSP, a sponsor is reimbursed for complete meals that are properly served to eligible children. Therefore, if sponsors do not meet their responsibilities (such as ensuring that meals are eaten only on site), meals may be disallowed. This may not result in a loss of payment to the food service management company. However, the sponsor may be unable to pay the food service management company if the administering agency does not reimburse the sponsor.

The food service management company should understand that the sponsor must pay for meals delivered by the food service management company in accordance with the contract. Administering agencies and USDA are not parties to such contracts. Federal reimbursement is based solely upon program performance and is paid to the sponsor. Therefore, the food service management company should make sure that it is informed of any sponsor disallowances made by the administering agency, as such disallowances may affect payment to the company. However, the administering agency may choose to allow sponsors to include the cost of the disallowed meals in their claimed operating costs. This exception would not apply to meals disallowed because they were served in excess of a site's approved level of meal service.

**Statistical Monitoring**

Statistical monitoring procedures may be used by the administering agency and the USDA's Office of the Inspector General as a management and monitoring tool. Since the results of a statistical monitoring procedure may be used to determine a sponsor's reimbursement, both sponsors and food service management companies should be informed about how the monitoring method operates.

If statistical sampling reveals that the sponsor made an error, the administering agency may not reimburse the sponsor. In these cases, the sponsor still remains responsible for reimbursing the food service management company for meals that were delivered in accordance with the regulations and the contract. The administering agency will be able to furnish sponsors and food service management companies with additional information about statistical monitoring methods.

**Administrative Reviews**

During the course of the summer, the administering agency will conduct administrative reviews of the sponsor's program operations. The reviews are designed to ensure that the sponsor's overall program is operating according to requirements. The results of these reviews may affect the amount of reimbursement a sponsor would receive and the payment to the food service management company as well. The food service management company should designate an official to be familiar with the total program, particularly with the sponsor's responsibilities. For example, in addition to reading the SFSP regulations and aids for the sponsor, the food service management company's representatives may want to attend training sessions sponsors arrange for food service personnel.

**Sponsor Disallowances**

Violations that would result in loss of the sponsor's reimbursement from the administering agency (the sponsor is still responsible for paying the food service management company) are:

* Consistently serving an excessive number of meals as seconds or having an excessive number of meals left over
* Allowing meals to be eaten offsite
* Not serving meals as a unit
* Serving meals to nonprogram adults

* Serving meals outside the approved time frames
* Serving meals in excess of approved levels.

**Food Service Management Company Disallowances**

Violations that would cause disallowances in the food service management company's reimbursement from the sponsor are:

* Delivering meals that are not unitized
* Delivering meals that are wholly or partially spoiled
* Delivering meals outside the designated delivery times
* Delivering meals with components that are less than the required size or weight
* Delivering meals that are missing components
* Changing menus or substituting components without the sponsor's prior approval.

**Default of Contract**

Sponsors may terminate the contract if the food service management company does not comply with its terms. The sponsor will notify the food service management company (and surety company, if a performance bond is in effect) of specific instances of unsatisfactory performance. If the food service management company does not immediately take corrective action, the sponsor may request the surety company to provide another food service management company, or the sponsor may negotiate another contract on a competitive basis. If the sponsor decides to negotiate on a competitive basis, it must contact several food service management companies for prices and try to choose the most qualified company at the most economical price. The defaulting food service management company (or surety company, if applicable) is liable for any difference in price between the original price and the repurchase price.

**Use of Minority Business Enterprise**

In accordance with OMB Circular A-102 all sponsors are encouraged, whenever possible, to procure services from minority business enterprises on solicitation lists. If it is economically feasible, sponsors may wish to divide their total procurement requirements into smaller tasks or quantities to encourage participation by minority business enterprises.

A minority business enterprise is a business in which the management and daily operations are controlled by a member or members of a minority group. Such minority groups include Blacks, Hispanics, American Indians, Alaskan Natives, and Aleuts.

# ASSISTANCE PROVIDED BY THE SMALL BUSINESS ADMINISTRATION

## Assistance Provided by the Small Business Administration

**Use of Small Business Administration**

The Small Business Administration (SBA) is an independent Federal agency established to provide assistance to all small businesses. The SBA provides prospective, new, and established members of the small business community with financial assistance, management training, and counseling. It helps increase opportunities for minority people to start, strengthen, or expand successful businesses. The SBA's policy is to extend the fullest opportunity for minority and disadvantaged people to participate in the small business sector.

Some areas in which the SBA may be able to help minority-owned food service management companies improve or develop their businesses are:

**Financial Assistance**

Food service managment companies that may need money and cannot borrow it on reasonable terms from conventional lenders may be able to get assistance from the SBA's loan programs. However, by law, the SBA may not make a loan if a business is able to obtain funds from a bank or other private source. The SBA may either participate with a bank or other lender in a loan, or it may guarantee up to 90 percent of a loan against loss. If the bank or other lender cannot provide funds using either of these methods, the law provides that the SBA can consider lending the entire amount as a direct governmental loan, if the funds are available. The SBA loans may be used to help food service management companies purchase equipment, facilities, and supplies.

**Surety Bonds**

Under the Summer Food Service Program, food service management companies that submit bids over $100,000 and that enter into a food service contract for over $100,000 must obtain bid and performance bonds. The SBA makes the bonding process accessible to small and emerging contractors that find bonding unavailable to them. The SBA is authorized to guarantee a qualified surety up to 90 percent of losses incurred under bid payment bonds. The SBA can also guarantee performance bonds that are issued to contractors on contracts up to $1 million. Food service management companies that anticipate problems in obtaining bid and performance bonds for the summer program may be interested in contacting the SBA for assistance.

**Management and Counseling Assistance**

The Small Business Administration places special emphasis on improving the management ability of small business owners and managers. Accordingly, small business specialists may be able to assist minority-owned food service management companies with their management problems. They may also provide counseling on the problems or concerns food service management companies may have in meeting requirements for the SFSP.

Minority-owned food service management companies should contact SBA's nearest field office for prompt assistance.

## 4. CAMPS

Introduction

The material in this section will provide the camp sponsor with the information essential for planning and operating a successful camp program.

Camp Eligibility

Eligibility

The regulations define a camp as:

Residential summer camps and nonresidential day camps that offer a regularly scheduled food service as part of an organized program for enrolled children. Nonresidential camps must offer a continuous schedule between meal services of organized cultural or recreational programs for enrolled children.

Sponsor Requirements for Camps

Requirements

In addition to the sponsor requirements mentioned in the earlier sections of this handbook, camps must also:

* Serve meals free to enrolled children who are eligible for free and reduced-price school meals according to the income guidelines for the National School Lunch and School Breakfast Programs.

* Collect family size and income information that documents the eligibility of all children who are being claimed as eligible for free and reduced-price school meals. These income statements must be maintained by the sponsor of the camp.

* Serve the same meal to all children regardless of reimbursement status and without discrimination against any child because of race, color, national origin, sex, age, or handicap.

* Develop a written policy statement for determining eligibility for free meals to be used by all participating sites, if a camp charges separately for meals.

Training

Sponsor Personnel

Camp sponsors must attend administering agency training sessions on program responsibilities. Camp sponsors must then hold training sessions on program duties and responsibilities for all camp personnel.

Training for camp site personnel must include at least:

1. A general explanation of how the program operates
   a. Purpose of the program
   b. Requirements for camp site eligibility

2. Site Operations
   a. Food service management company relationship (if applicable)
   b. Site procedures at mealtime

3. Daily recordkeeping requirements

Reimbursement

Public Law 95-166 mandates that camp sponsors can only be reimbursed for meals served to children who are eligible for free and reduced-price meals according to the income guidelines for the National School Lunch and School Breakfast Programs. Camps must properly allocate and justify costs based on the percentage of children served who are eligible for free and reduced-price meals. Some costs, though, will be readily identifiable as direct costs, and must be documented as such.

The administering agency must approve the allocation formula for each camp sponsor. Since different camps will operate under different circumstances (that is, length of program, number and size of each session, and so forth), the camps will have different allocation plans.

Claims for reimbursement must reflect only meals served to eligible children and the costs associated with those meals.

Determining Allowable Meals and Costs

As mentioned earlier, camps may be reimbursed only for meals served to children eligible for free and reduced-price school meals. In order to determine allowable meals and costs, camps must make a number of computations before using the reimbursement worksheets included in the References section. The computations described here are also outlined in the camp worksheets at the end of this section.

Adjustment Factors

Camps must first determine what amount of their meals and program costs are eligible for reimbursement. Sponsors make this determination by computing two different adjustment factors: one enables sponsors to determine the number of meals served, and the other enables sponsors to determine which operating costs may be claimed for reimbursement based on the total costs of their food service.

Combined Adjustment Factors

Sponsors with camps that offer more than one session during a claiming period will need to compute combined adjustment factors that will take into account the size of each session and the percentage of eligible children enrolled in each session. The worksheet for camps explains specifically how sponsors determine these combined adjustment factors.

If sponsors wish to determine their potential reimbursement, they should complete all computations on the following worksheet for camps. Sponsors should turn to the regular reimbursement worksheets in the References section and make the following adjustments:

(1) Wherever the sheet asks for the number of breakfasts, lunches, etc., served, enter only the number of each allowable meal as computed on the camp worksheet. Multiply these numbers of allowable meals by the reimbursement rates to determine your potential reimbursement for operating and administrative costs.

(2) Under number 2 on the reimbursement worksheet, enter only the allowable costs determined on the camp worksheet.

These are the only changes that camps should make. Sponsors should not adjust their actual administrative expenditures by multiplying administrative costs with the weighted adjustment factor.

Worksheet for Camp Sponsors:

Step 1

Determine meal adjustment factor (compute separately for each camp session occurring within a claiming period):

a. Number of enrolled children in this session who are eligible for free and reduced-price school meals =

_____

b. Total number of enrolled children in this session plus camp employees and adults who eat meals =

_____

c. Meal adjustment factor—divide a by b (the result must be less than 1) = _____

Step 2

Determine combined meal adjustment factor (if there has been only one camp session during this claiming period, continue to step 3):

I. a. Meal adjustment factor for session 1 = _____

I. b. Total number of meals served for session 1 = _____

I. c. Allowable meals for session 1 (a x b) = _____

II. a. Meal adjustment factor for session 2 = _____

II. b. Total number of meals served for session 2 = _____

II. c. Allowable meals for session 2 (a x b) = _____

III. a. Meal adjustment factor for session 3 = _____

III. b. Total number of meals served for session 3 = _____

III. c. Allowable meals for session 3 (a x b) = _____

Continue in this manner for each additional session if there are more than three sessions.

Combined meal adjustment factor:

$$\frac{\text{Total Allowable Meals}}{\text{Total Meals}} = \frac{Ic + IIc + IIIc + IVc + Vc}{Ib + IIb + IIIb + IVb + Vb}$$

= _____ (This number must be less than 1)

Step 3

Determine allowable meals:

I. a. Total number of breakfasts = _____

b. (Combined) meal adjustment factor = _____

c. Allowable breakfasts (a x b) = _____

II. a. Total number of snacks = _____

b. (Combined) meal adjustment factor = _____

c. Allowable snacks (a x b) = _____

III. a. Total number of lunches and/or suppers = _____

b. (Combined) meal adjustment factor = _____

c. Allowable lunches and/or suppers (a x b) = _____

Step 4

Determine operating cost adjustment factor (compute separately for each camp session in a claiming period):

a. Number of enrolled children eligible for free and reduced-price school meals and the number of program adults who eat meals in this session = _____

b. Total number of enrolled children plus camp employees and adults who eat meals in this session = _____

c. Operating cost adjustment factor—divide a by b (this number must be less than 1) = _____

Step 5

Determine combined operating cost adjustment factor (if there has been only one camp session during this claiming period, continue to step 6):

I. a. Operating cost adjustment factor for session 1 = _____

I. b. Total number of meals served for session 1 = _____

I. c. Allowable meals for session 1 (a x b) = _____

II. a. Operating cost adjustment factor for session 2 = _____

II. b. Total number of meals served for session 2 = _____

II. c. Allowable meals for session 2 (a x b) = _____

III. a. Operating cost adjustment factor for session 3 = _____

III. b. Total number of meals served for session 3 = _____

III. c. Allowable meals for session 3 (a x b) = _____

Continue in this manner for each additional session in this claiming period if there are more than three sessions.

Combined operating cost adjustment factor:

$$\frac{\text{Total Allowable Meals}}{\text{Total Meals}} = \frac{Ic + IIc + IIIc + IVc + Vc}{Ib + IIb + IIIb + IVb + Vb}$$

= _____ (this number must be less than 1)

Step 6

Determine allowable operating costs:

I. a. Total food cost = _____

b. (Combined) operating cost adjustment factor = _____

c. Allowable food costs (a x b) = _____

II. a. Total labor costs = _____

b. (Combined) operating cost adjustment factor = _____

c. Allowable labor costs (a x b) = _____

III. a. Total other costs = _____

b. (Combined) operating cost adjustment factor = _____

c. Allowable other costs (a x b) = _____

Step 7

Determine allowable administrative costs:

a. Total administrative costs (these costs are not reduced by the adjustment factor) = _____

## 5. REFERENCES

Site Selection Worksheet

Site name _____

Site address _____

Site phone number _____

Person to contact for use of site _____

Type of site:

Recreation Center _____ Park _____
School _____ Residential Camp _____
Church _____ Playstreet _____
Playground _____ Other _____
Settlement House _____

Estimated number of children the site could serve: _____

Estimated number of needy children in area: _____

Estimated number of supervisory personnel needed to adequately control the food service: _____

Is another site needed in this area? _____

Are the present facilities adequate for an organized meal service?

_____

If not, comments: _____

_____

_____

Does site have:

Shelter (inclement weather) _____ Refrigeration _____

Cooking facilities (if applicable) _____ Telephone _____

Place to store prepared or delivered food _____

Place to store records at site _____

What types of organized activities are possible or planned at this site? _____

*State, local, municipal, or county government sponsors can only provide a food service at sites which they directly operate.

Sponsor/Site Agreement

Name of site _____

Address of site _____

_____

Administrator in charge _____

Telephone _____

The person named above agrees to:

1. Serve meals to needy children 18 years of age and under (or persons over 18 years of age if they are mentally or physically handicapped and participating in a public or private nonprofit school program for the mentally or physically handicapped)
2. Serve meals which meet the minimum nutritional requirements
3. Provide adequate supervision during the meal service
4. Maintain and submit promptly such reports and records that the sponsor requires
5. Report to the sponsor any changes in the number of meals you require as attendance fluctuates
6. Report any other problems in regard to the meal service.

Signed:

Administrator _____

Sponsor Representative _____

Date _____

## FOOD SERVICE AGREEMENT

Agreement to Furnish Food Service (Sponsor/School)

THIS AGREEMENT is made and entered into by and between (school) _____ and (sponsor) _____:

(School) _____ agrees to supply unitized meals (inclusive/exclusive) of milk and juice to (sponsor) _____ with and for the rates herein listed:

Breakfasts . . . . $_____ each Lunches . . . . $_____ each
Snacks . . . . . $_____ each Supper . . . . . $_____ each

It is further agreed that (school) _____, pursuant to the provisions of the Summer Food Service Program Regulations, the attached copy of which is part of this agreement, will assure that said meals meet the minimum requirements as to nutritive value and content, and will maintain full and accurate records that the institution will need to meet its responsibility including the following:

1. Menu Records, including amount of food prepared.

2. Meals, including daily number of meals delivered by type.

These records must be reported to the institution promptly at the end of each month. (School) _____ agrees also to retain records required under the preceding clause for a period of 3 years after the end of the fiscal year to which they pertain (or longer, if an audit is in progress); and upon request, to make all accounts and records pertaining to the program available to representatives of the U.S. Department of Agriculture and the General Accounting Office for audit or administrative review at a reasonable time and place.
This agreement shall be effective as of (date) _____. It may be terminated by notice in writing given by any party hereto to the other parties at least 30 days prior to the date of termination.
IN WITNESS WHEREOF, the parties hereto have executed this agreement as of the dates indicated below:
Agreed to this date _____ Sponsor official _____
School official _____ Title _____
Location of food preparation center(s):

_____

_____

| | INCOME ELIGIBILITY APPLICATION |
|---|---|
| INSTRUCTIONS: | To apply for free and reduced price meals for your children, fill out this form and return it to the sponsor office. |
| CHILDREN:<br><br>Names and Ages of Children for Whom Application is Made | NAME _____ AGE _____<br>_____ _____<br>_____ _____ |
| ALL OTHER HOUSEHOLD MEMBERS: | HOUSEHOLD MEMBERS<br>List all related or unrelated persons who live in your household and share living expenses or meals. (Don't include children listed above.)<br><br>SOCIAL SECURITY NUMBER<br>List the social security number of all adults. If any adult does not possess one, indicate that such is the case.<br><br>_____<br>_____<br>_____<br><br>TOTAL NUMBER IN HOUSEHOLD _____ |
| | Sections 9 and 13 of the National School Lunch Act require that in order for your child to be eligible for program meals, you must provide the social security numbers of all adult members of your household. Provision of these social security numbers is not mandatory, but failure to provide the numbers will result in a denial of the application for program meals. This notice must be brought to the attention of all household members whose social security numbers are disclosed. The social security numbers may be used to identify household members in carrying out efforts to verify the correctness of information stated on the application. The verification efforts may be carried out through program reviews, audits, and investigations, and may include contacting employers to determine income, contacting the State employment security office to determine the amount of benefits received, and checking the documentation produced by household members to prove the amount of income received. These efforts may result in loss of benefits, administrative claims, or legal action if incorrect information is reported. |

# INCOME ELIGIBILITY APPLICATION

**HOUSEHOLD INCOME:**

Indicate source and amount of current income for all members of your household before deductions such as taxes and social security. If you receive more than one check from any of these sources, please indicate the total monthly amount received.

TOTAL PER MONTH

Wages, Salary _____

Social Security _____

Public Assistance (Welfare) _____

Unemployment _____

Child Support (Alimony) _____

Pension or Retirement _____

Other _____

TOTAL MONTHLY INCOME _____

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**SIGNATURE AND ADDRESS**

I hereby certify that all of the above information is true and correct. I understand that this information is being given in connection with the receipt of Federal funds, that institution officials may verify information and that deliberate misrepresentation may subject me to prosecution under applicable State and Federal criminal statutes.

X _____ _____
Signature of adult family member Date

_____
PRINT NAME

_____
ADDRESS

_____
TELEPHONE

---

**FOR INSTITUTION USE ONLY:**

/ / Eligible Reduced / / Eligible Free

/ / Ineligible Free/Reduced

Reason for Denial _____

_____

Eligibility Official _____
Signature

Date _____

ATTACHMENT TO INCOME ELIGIBILITY APPLICATION

Income Poverty Guidelines
for Free or Reduced Price Meals

Effective from 1981 to June 30, 1982

48 States, District of Columbia, Territories Excluding Guam

| | 185% | | |
|---|---|---|---|
| FAMILY SIZE | YEARLY | MO | WKLY |
| 1 | 7,970 | 664 | 153 |
| 2 | 10,530 | 878 | 203 |
| 3 | 13,080 | 1,090 | 252 |
| 4 | 15,630 | 1,303 | 301 |
| 5 | 18,190 | 1,516 | 350 |
| 6 | 20,740 | 1,728 | 399 |
| 7 | 23,290 | 1,941 | 448 |
| 8 | 25,840 | 2,153 | 497 |
| FOR EACH ADDITIONAL FAMILY MEMBER ADD | 2,550 | 213 | 49 |

ALASKA

| | 185% | | |
|---|---|---|---|
| FAMILY SIZE | YEARLY | MO | WKLY |
| 1 | 10,010 | 834 | 193 |
| 2 | 13,190 | 1,099 | 254 |
| 3 | 16,370 | 1,364 | 315 |
| 4 | 19,550 | 1,629 | 376 |
| 5 | 22,740 | 1,895 | 437 |
| 6 | 25,920 | 2,160 | 498 |
| 7 | 29,100 | 2,425 | 560 |
| 8 | 32,280 | 2,690 | 621 |

# ATTACHMENT TO INCOME ELIGIBILITY APPLICATION

HAWAII and GUAM

185%

| FAMILY SIZE | YEARLY | MO | WKLY |
|---|---|---|---|
| 1 | 9,210 | 768 | 177 |
| 2 | 12,140 | 1,012 | 233 |
| 3 | 15,060 | 1,255 | 290 |
| 4 | 17,980 | 1,498 | 346 |
| 5 | 20,910 | 1,743 | 402 |
| 6 | 23,830 | 1,986 | 458 |
| 7 | 26,750 | 2,229 | 514 |
| 8 | 29,670 | 2,473 | 571 |
| FOR EACH ADDITIONAL FAMILY MEMBER ADD | 2,920 | 243 | 56 |

The income eligibility guidelines for reduced-price meals are 185 percent of the Office of Management and Budget's nonfarm income poverty guidelines.

Vended Programs—
Monitor Site Review Form

Two copies of this form should be filled out. One should be left with the site supervisor and one turned in to the sponsor.

Monitor's arrival time _____ Departure time _____

Sponsor _____ Name of site _____

Date of review _____ Address _____

Phone _____

Site supervisor _____
Name and title of person contacted at site _____

Regular site _____ Camp site _____

| | B | S(a.m.) | L | S(p.m.) | S |
|---|---|---|---|---|---|
| Approved level of meal service | _____ | _____ | _____ | _____ | _____ |

Attendance on day of visit _____
Number eligible for free and reduced-price meals (camp only)
_____

Type(s) of meal service reviewed _____

TYPE OF MEAL

| DAY OF VISIT: | B | S(a.m.) | L | S(p.m.) | S |
|---|---|---|---|---|---|
| # meals delivered | _____ | _____ | _____ | _____ | _____ |
| Times meals delivered | _____ | _____ | _____ | _____ | _____ |
| Times meals served | _____ | _____ | _____ | _____ | _____ |
| # meals served as firsts to children | _____ | _____ | _____ | _____ | _____ |
| # meals served as seconds to children | _____ | _____ | _____ | _____ | _____ |
| # meals served to program adults | _____ | _____ | _____ | _____ | _____ |
| # meals served to nonprogram adults | _____ | _____ | _____ | _____ | _____ |
| # meals left over | _____ | _____ | _____ | _____ | _____ |

# VENDED PROGRAMS - MONITOR SITE REVIEW FORM

Vended Programs—
Monitor Site Review Forms

| MAJOR VIOLATIONS | ACTUAL COUNT | TYPE OF MEAL |
|---|---|---|
| 1. Adult meals included in count of meals served to children | | |
| 2. Off-site consumption (children) | | |
| 3. More than one meal served at one time to children | | |
| 4. Meal pattern not met (specify) | | |
| 5. Meals not served as a unit | | |
| 6. Meal times not adhered to | | |
| 7. Meals served in excess of the approved level of meal service | | |

CHECK AT RIGHT IF FOLLOWING APPLY
(Explain any checked items on the next page)

7. No records _____
8. Incomplete records _____
9. Poor sanitation _____
10. Other _____

| | YES | NO | |
|---|---|---|---|
| 1. | ___ | ___ | Does staffing pattern correspond to that listed on approved site sheet? |
| 2. | ___ | ___ | Has site supervisor attended training session? |
| 3. | ___ | ___ | Does site supervisor use site handbook? |
| 4. | ___ | ___ | Does site have sufficient food service supervision? |
| 5. | ___ | ___ | Are meals counted before delivery receipt is signed? |
| 6. | ___ | ___ | Are meal counts taken of meals served? |
| 7. | ___ | ___ | Do meals meet approved menu? |

8. ___ ___ Do meals meet requirements?

9. ___ ___ Are meals checked for quality?

10. ___ ___ Is there proper sanitation/storage?

11. ___ ___ Is site following procedure established to make meal order adjustments?

12. ___ ___ Are meals served within the specified time frames?

13. ___ ___ Does site have a place to serve children meals in case of inclement weather?

14. ___ ___ Is meal served as a unit?

15. ___ ___ Is the meal delivery schedule adhered to?

16. ___ ___ Are there provisions for storing or returning excess meals?

17. ___ ___ Is there documentation of children eligible for free and reduced-price meals, if applicable?

EXPLAIN ANY "NO" ANSWERS BELOW (Continue on other side if necessary):

Corrective action discussed with (Name and title): _____

Corrective action taken:

Site Supervisor's Comments:

Further action needed by: _____

I certify that the above information is correct.

| | |
|---|---|
| Monitor signature | Site supervisor signature |
| Date | Date |

# SPONSOR MEAL PREPARATION
# MONITOR'S REVIEW FORM

Sponsor Meal Preparation—
Monitor's Review Form

Sponsor _____ Site _____

Site address _____

Date of review _____ Phone _____

Monitor's arrival time _____ Departure time _____

Site supervisor _____

Name and title of
person contacted at site _____

Regular site _____ Camp site _____

Approved average daily participation (ADP) _____

Attendance on day of visit _____

Type(s) of meal service reviewed _____

| Day of visit | Breakfast | Snack | Lunch | Snack | Supper |
|---|---|---|---|---|---|
| # meals prepared | | | | | |
| Time which meals were served | | | | | |
| # meals served as firsts to children | | | | | |
| # meals served as seconds | | | | | |
| # meals served to program adults | | | | | |

## SPONSOR MEAL PREPARATION
## MONITOR'S REVIEW FORM

| Food Used (Item) | Quantity used | Allowable servings per unit | Number of servings total available | Number of servings total needed | short or over |
|---|---|---|---|---|---|
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

Other foods

| YES | NO | |
|---|---|---|
| ___ | ___ | Are meals served as a unit? |
| ___ | ___ | Did meal meet menu as planned? |
| ___ | ___ | Were all requirements met? |
| ___ | ___ | Are all children fed onsite? |
| ___ | ___ | Are meals planned with one meal per child in mind? |
| ___ | ___ | Are meal counts taken of meals served? |
| ___ | ___ | Are meal production records kept? |
| ___ | ___ | Is required health department certification available for inspection? |
| ___ | ___ | Is an inventory record being kept? |
| ___ | ___ | Are receiving reports and purchases invoices kept? |
| ___ | ___ | Does staffing pattern correspond to that listed on approved site application sheet? |
| ___ | ___ | Has site supervisor attended training session? |

| | | |
|---|---|---|
| ____ | ____ | Are program aids being used? |
| ____ | ____ | Is there proper sanitation and storage? |
| ____ | ____ | Are meals served within approved time frames? |
| ____ | ____ | Are records of adult meals kept? |
| ____ | ____ | Is there documentation of children eligible for free and reduced-price meals if applicable? |

Corrective action discussed with (name and title)

_____

_____

Corrective action taken:

Site Supervisor's Comments:

Further action needed by: _____

I certify that the above information is correct.

_____ _____

Monitor signature Site supervisor signature

_____ _____

Date Date

Onsite Inventory Form

Name of site _____

Inventory period _____ Beginning Inventory $_____

| Item | Purchase unit | Unit size | Unit cost | X | Quantity on hand | = | Total inventory value |
|---|---|---|---|---|---|---|---|
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Total ending inventory $_____

Worksheet for Administrative Costs

Name of sponsor _____

Date _____

| Position | No. of people in that position | | Salary | | No. of hours spent on food service | | Total |
|---|---|---|---|---|---|---|---|
| _____ | _____ | X | _____ | X | _____ | = | _____ |
| _____ | _____ | X | _____ | X | _____ | = | _____ |
| _____ | _____ | X | _____ | X | _____ | = | _____ |
| _____ | _____ | X | _____ | X | _____ | = | _____ |
| _____ | _____ | X | _____ | X | _____ | = | _____ |

1. Salary total _____
2. Transportation _____
3. Communications _____
4. Rental of office space _____
5. Office supplies _____
6. Utilities _____
7. Use allowance of furniture and fixtures _____
8. Audit fees _____
9. Legal fees _____
10. Office building maintenance _____
11. Other (specify) _____

Total administrative costs (sum of items 1 through 11)

_____

# ADMINISTRATIVE MILEAGE RECORD

Administrative Mileage Record

Name _____

| Date | Odometer reading start | Odometer reading stop | Number of miles | Itinerary |
|---|---|---|---|---|
| | | | | |
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Note: If monitors or supervisors want reimbursement for travel, they will need comprehensive mileage documentation in order to claim this expense as an administrative cost. The foregoing chart is a suggested, simplified format for this recordkeeping.

# DAILY MEAL SERVICE REPORT

Daily Meal Service Report (Lunch Only)

Report period _____

Name _____ Telephone _____

Address _____

Contact person _____

Name _____ Telephone _____

Address _____

Site supervisor _____

| | S | M | T | W | T | F | Sa |
|---|---|---|---|---|---|---|---|
| 1. Number of children in attendance | | | | | | | |
| 2. Number of meals served as firsts to children | | | | | | | |
| 3. Extras served as seconds to children* | | | | | | | |
| 4. Number of meals served to program adults** | | | | | | | |
| 5. Number of meals served to nonprogram adults** | | | | | | | |

For sites served by food service management companies:

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 6. Number of meals delivered | | | | | | | |
| 7. Number of spoiled/incomplete meals | | | | | | | |
| 8. Number of meals left over. | | | | | | | |

The monitor should notify the sponsor immediately if: there is a need to increase or decrease meals, the meals do not meet meal requirements, the meals are unsatisfactory, or the delivery is too late or too early. If you receive meals from another approved site, record the date, number of meals, and name and location of other site.

*If you are ordering carefully, you should have very few extra meals.

**If allowed by sponsor.

| Paying adults | | Lunch cost | | Total |
|---|---|---|---|---|
| _____ | X | _____ | = | $_____ |

Supervisor's comments (account for all other meals) _____

_____

_____

Salaried Employees (salaries paid by sponsor)

Personnel Time Report (One Meal Only)

| Name | Hours worked in food service S M T W T F SA | Total hours | X | Hourly wage | Total wages =claimable |
|---|---|---|---|---|---|
| | | | | | |
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I UNDERSTAND THAT THIS INFORMATION IS BEING GIVEN IN CONNECTION WITH THE RECEIPT OF FEDERAL FUNDS AND THAT DELIBERATE MISREPRESENTATION MAY SUBJECT ME TO PROSECUTION UNDER APPLICABLE STATE AND FEDERAL CRIMINAL STATUTES.

Site supervisor's signature

Date

90

# DAILY MEAL SERVICE REPORT

Daily Meal Service Report (More than One Meal)

Report period _____

Sponsor

Name _____ Telephone _____

Address _____

Contact person _____

Name _____ Telephone _____

Address _____

Site Supervisor _____

S M T W T F SA

Breakfast

1. Number of children in attendance _____
2. Number of meals served as firsts to children _____
3. Extras served as seconds to children* _____
4. Number of meals served to program adults** _____
5. Number of meals served to nonprogram adults** _____

For sites served by food service management companies:

6. Number of meals delivered _____
7. Number of spoiled/incomplete meals _____
8. Number of meals left over _____

A.M. Snack

1. Number of children in attendance _____
2. Number of meals served as firsts to children _____
3. Extras served as seconds to children* _____
4. Number of meals served to program adults** _____
5. Number of meals served to nonprogram adults** _____

For sites served by food service management companies:

6. Number of meals delivered _____
7. Number of spoiled/incomplete meals _____
8. Number of meals left over _____

# DAILY MEAL SERVICE REPORT

**Lunch**

1. Number of children in attendance
2. Number of meals served as firsts to children
3. Extras served as seconds to children*
4. Number of meals served to program adults**
5. Number of meals served to nonprogram adults**

For sites served by food service management companies:

6. Number of meals delivered
7. Number of spoiled/incomplete meals
8. Number of meals left over

**P.M. Snack**

1. Number of children in attendance
2. Number of meals served as firsts to children
3. Extras served as seconds to children*
4. Number of meals served to program adults**
5. Number of meals served to nonprogram adults**

For sites served by food service management companies:

6. Number of meals delivered
7. Number of spoiled/incomplete meals
8. Number of meals left over

**Supper**

1. Number of children in attendance
2. Number of meals served as firsts to children
3. Extras served as seconds to children*
4. Number of meals served to program adults**
5. Number of meals served to nonprogram adults**

For sites served by food service management companies:

6. Number of meals delivered
7. Number of spoiled/incomplete meals
8. Number of meals left over

*If you are ordering carefully, you should have very few extra meals.

**Some sponsors may not allow serving meals to adults (19 years of age and over). You should have guidelines on this from your sponsor.

## DAILY MEAL SERVICE REPORT

| | Number of paying adults | | Meal cost | | Total |
|---|---|---|---|---|---|
| Cash Received | Breakfast _____ | X | _____ | = $ | _____ |
| | A.M. Snack _____ | X | _____ | = $ | _____ |
| | Lunch _____ | X | _____ | = $ | _____ |
| | P.M. Snack _____ | X | _____ | = $ | _____ |
| | Supper _____ | X | _____ | = $ | _____ |

Supervisor's comments (account for all other meals) _____

_____

_____

_____

_____

The monitor should notify the sponsor immediately if: there is a need to increase or decrease meals, the meals do not meet meal requirements, the meals are unsatisfactory, or the delivery is too late or too early. If you receive meals from another site or transfer some meals to another approved site, record the date, number of meals, and name and location of other site.

Salaried Employees (Salaries paid by sponsor)

Personnel Time Report (More Than One Meal)

| Name | Hours worked in food service S M T W T F Sa | Total hours | Hourly wage | Total claimable |
|---|---|---|---|---|
| | | | | |
| | | | | |
| | | | | |
| | | | | |

I UNDERSTAND THAT THIS INFORMATION IS BEING GIVEN IN CONNECTION WITH THE RECEIPT OF FEDERAL FUNDS AND THAT DELIBERATE MISREPRESENTATION MAY SUBJECT ME TO PROSECUTION UNDER APPLICABLE STATE AND FEDERAL CRIMINAL STATUTES.

Site supervisor's signature _____

Date _____

# REIMBURSEMENT WORKSHEET

Reimbursement Worksheet

| | | Number | | Rates | | |
|---|---|---|---|---|---|---|
| 1. Operating Costs Determined By Rates of Reimbursement | a. Year-to-date* breakfasts | _____ | X | _____ | = $ | _____ |
| | b. Year-to-date lunches | _____ | X | _____ | = $ | _____ |
| | c. Year-to-date suppers | _____ | X | _____ | = $ | _____ |
| | d. Year-to-date snacks | _____ | X | _____ | = $ | _____ |
| | e. TOTAL (a+b+c+d) | | | | | |
| 2. Operating Costs Determined By Actual Expenditures | a. Year-to-date food costs | | | | $ | _____ |
| | b. Year-to-date labor costs | | | | $ | _____ |
| | c. Year-to-date other costs | | | | $ | _____ |
| | d. TOTAL operating costs (a+b+c) | | | | $ | _____ |
| 3. Maximum Allowable Operating Costs | Lesser of 1e and 2d | | | | $ | _____ |
| 4. Administrative Costs Determined by Rates of Reimbursement | a. Year-to-date breakfasts | _____ | X | _____ | = $ | _____ |
| | b. Year-to-date lunches | _____ | X | _____ | = $ | _____ |
| | c. Year-to-date supper | _____ | X | _____ | = $ | _____ |
| | d. Year-to-date snacks | _____ | X | _____ | = $ | _____ |
| | e. TOTAL (a+b+c+d) | | | | | |
| 5. Administrative Costs Determined by Actual Expenditures | a. Year-to-date actual administrative costs | | | | $ | _____ |
| 6. Administrative Costs Determined by Budget | a. Administrative budget approved by state administering agency, including any amendments | | | | $ | _____ |
| 7. Maximum Allowable Administrative Costs | Lesser of 4e and 5a and 6a | | | | $ | _____ |
| 8. Maximum Allowable TOTAL Food Service Costs | Line 3 + Line 7 | | | | $ | _____ |

## REIMBURSEMENT WORKSHEET

| | | |
|---|---|---|
| 9. Total Allowable Food Service Expenditures | a. Total operating costs (line 2d) | $_____ |
| | b. Total administrative costs (line 5a) | $_____ |
| | c. Total program expenditures (a+b) | $_____ |
| | d. Income accruing to food program (Year-to-date) | $_____ |
| | e. Allowable food service expenditures (c-d) | $_____ |
| 10. Potential Year-to-date Reimbursement | Lesser of line 8 and line 9e | $_____ |
| 11. Previous Year-to-date Payments | a. All year-to-date advance payments | $_____ |
| | b. All startup payments | $_____ |
| | c. All previous reimbursements | $_____ |
| | d. TOTAL previous year-to-date payments | $_____ |
| 12. Actual Amount of Check To Expect for the Month | a. Line 10 | $_____ |
| | b. Line 11d | $_____ |
| | c. Amount of check to expect for the month (a-b) | $_____ |

* Year-to-date: The number of meals or amount of costs calculated from the start of the program to the last day of the month for which computation is being done.

| | Glossary |
|---|---|
| Administering Agency | The State agency or the USDA Food and Nutrition Service Regional Office that directly administers the Summer Food Service Program. This is the agency that approves applications and ensures that sponsors meet regulatory requirements. |
| Camp | A residential summer camp or a nonresidential day camp that offers a regularly scheduled food service as part of an organized program for enrolled children. A nonresidential camp must offer a continuous schedule between meal services of organized cultural or recreational programs for enrolled children. |
| Children | People age 18 or under; and people over 18 who are determined by a State or local educational agency of a State to be mentally or physically handicapped and who participate in a school program for such handicapped persons. |
| Component | A required item of a meal, such as milk, meat, or meat alternate, two or more fruits or vegetables, and bread or bread equivalent. |
| Food Service Management Company | A company which contracts with a sponsor to prepare and/or deliver meals for the summer program. |
| Meal | A breakfast, lunch, supper, or snack which meets USDA nutritional standards and which is served to children at a food service site. |
| Meal Type | Any one of the four kinds of meals eligible for USDA reimbursement. |
| Needy Children | Children from families whose family size and income are below the USDA income poverty guidelines. The National School Lunch Program, the School Breakfast Program, and the Child Care Food Program use the same guidelines. Children eligible for free or reduced-price meals in those programs are considered needy. |
| Operating Program Costs | The cost of operating a food service including food costs, labor costs, cost of nonfood supplies, and rental and use allowances for equipment and space. |
| Program Adult | Adult staff who prepare or serve meals or supervise children at mealtime. This does not include adults whose jobs are on the administrative staff, such as monitors. |
| Meal preparation | Those sponsors that prepare meals using their own personnel either at the site or at a central kitchen facility, from which the meals are transported to the sites also by sponsor personnel. |

| | |
|---|---|
| Unit | Serving all components of a meal together at the same time. For example, the milk and fruit components of a lunch cannot be served as a snack later in the day. |
| Unitized Meal | Meals delivered by a vendor with all components of each meal in one package (with the exception of milk and juice). The administering agency may approve exceptions to unitizing certain other components of a meal. |